

Special Board Meeting

Agenda

Friday 9th August 2019

11.30 am

Regional Support Centre
65 Victoria Street, Warragul



Our mission and strategy

West Gippsland Libraries provide library services, programs and collections that are accessible and equitable. We create partnerships to improve our service, share our knowledge and facilitate interaction within our communities and continuously strive to improve our value to the community. We are a library service that is constantly listening, testing and adapting to the changing needs of our community.

Values

We will **bravely** adapt with the changing needs of our communities.

We will build **relationships** with our stakeholders, communities and each other.

We will deliver **excellence** in everything we do.

We are West Gippsland Libraries and we are here to change lives.

Notice of meeting

Notice is hereby given pursuant to section 84 of the *Local Government Act (Vic) 1989* that a Special Meeting of the West Gippsland Libraries Board will be held at the West Gippsland Libraries Regional Support Centre, 65 Victoria Street, Warragul on Friday, 9th August 2019 at 11.30 am.

Date of notice: Friday, 2nd August 2019

Leanne Williams

Chief Executive Officer



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1. Statement of acknowledgement

The West Gippsland Libraries respectfully acknowledges the traditional owners of this land, their spirits and ancestors. We would also like to pay respect to elders from other country who may be present here today.

2. Our Child Safety Commitment

West Gippsland Libraries is committed to the safety and wellbeing of all children and young people.

3. Apologies

4. Declarations of interest/conflict of interest

5. Questions from the gallery

Any member of the public or community addressing the Board must extend due courtesy and respect to the Board and the processes under which it operates and must take direction from the Chairperson whenever called upon to do so.

This is a Special Meeting of the Board pursuant to section 84 of the *Local Government Act (Vic) 1989* and as such the Board will only take questions from the gallery relating to report 6.1 and 6.2 being considered by the Board.

Questions relating to any other matters must be submitted as questions on notice and held over to the ordinary meeting of the Board being held on Friday, 13th September 2019.

6. Reports



6.1 Annual Budget 2019.20

Report Prepared by Chief Executive Officer

Executive summary

This report presents the 2019.20 Budget for adoption. The Budget has been developed to build on the significant work undertaken in 2018.19 to ensure that West Gippsland Libraries is a modern and dynamic place to discover, connect and enjoy. This is made possible by the dedication and support of all staff at West Gippsland Libraries. They are the heart of the service and their delivery of high quality library services to the community is second to none.

The 2019.20 Budget has been developed to support the team at West Gippsland Libraries delivery on the strategies and actions set out in the Library Plan. It has also been developed from scratch to ensure all income and expenditure is reviewed to ensure long term financial sustainability.

The major initiative proposed for the year and ongoing into the future is the removal of fines on overdue items. Overdue fines are a barrier to people coming to our libraries. The people who can least afford to pay fines are often the ones who need the library most. There is no evidence that suggests overdue fines encourage meaningful compliance.

The Budget also makes provision for increases in the e-resources collection, programs, outreach and renewal of furniture and equipment to ensure our libraries are modern and vibrant.

One submission was received for the 2019.20 Annual Budget.

Recommendation

That the Board:

- a) Adopt the West Gippsland Libraries 2019.20 Annual Budget and Long Term Financial Plan subject to the following amendments:
 - i. Inclusion of an additional opening and programming hours equalling \$24,800 for the Drouin library and subsequent effects on the Long Term Financial Plan; and
 - ii. Inclusion of \$60,000 for fit out of the San Remo Community Library, funded from the Bass Coast facilities reserve.
- b) Authorise the Chief Executive Officer to make typographical corrections to the budget document.
- c) Authorise the Chief Executive Officer to give public notice of the adoption of the 2019.20 Annual Budget and forward a copy to the Minister in accordance with section 130 of the Local Government Act 1989.

Major initiatives

The major initiative for the 2019.20 Budget was the removal of overdue fines. This was adopted by the Board as a separate resolution on 28th June 2019. The inclusion of additional opening and programming hours for the Drouin Library and purchases for the San Remo Community Library were also adopted at that meeting. The above resolution incorporates these major initiatives into the 2019.20 Budget.

Programs and Outreach

Programs and outreach are an increasing focus for West Gippsland Libraries due to the changing nature of libraries and the expectations of the communities we serve. Programs in 2018.19 year to date have increased by 29% to more than 35,000 attendees in just eight months (June 2018 to February 2019). Investing in programs and outreach is part of delivering on strategy two (Enable and facilitate new learning opportunities led by the community), strategy three (Improve our engagement with early years and young people) and strategy six (support our community to explore and learn about new and emerging trends).



Renewal of furniture and equipment

It is recognised that some of our libraries are dated and do not have modern furniture that is comfortable to support our vision of discover, connect and enjoy. Strategy four of the library plan (Explore new and renovated spaces that reflect modern learning approaches) supports the investment in renewal of our furniture and equipment. A renewal plan will be developed as well as funds allocated for new furniture to support West Gippsland Libraries vision. This will be an ongoing strategy over the next few years as those spaces most used and in need are targeted first. This year will see \$95,000 allocated to the budget for renewal of furniture and equipment.

Investment in the collection

E-resources are seeing the biggest increase in loans with a 60% increase in 2018.19 year to date (eight months from June 2018 to February 2019) to more than 65,000 loans. With this significant increase we want to ensure the e-resource collection is continuing to provide new releases and meet the needs of our patrons.

E-resources are increasingly popular for those with visual impairments as they can enlarge the text to suit their needs. E-resources also cater to a much wider group of patrons in our community who cannot visit a static branch as they are available any time of the day or night. E-resources are free for our members and provide an alternative to subscriptions such as audible where you pay over \$15 per month for access.

There will be an increase in the e-resource collection of \$35,000 for the year. This will bring the total investment in e-resources for the year to no less than \$180,000. E-resources include e-books, e-audiobooks and e-magazines.

Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Library Plan, is a rolling four year plan that outlines the financial and non-financial resources that West Gippsland Libraries requires to achieve the strategic objectives described in the Library Plan.

The Annual Budget is framed within the Strategic Resource Plan, taking into account the services and initiatives that contribute to achieving the strategic objectives specified in the Library Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Library Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election of Councillors. The Strategic Resource Plan is reviewed each year in advance of the commencement of the Annual Budget process.

Financial Goals

It is important for West Gippsland Libraries to set financial goals to provide guidance and structure to the budget process and assist with maintaining consistent financial planning year on year. West Gippsland Libraries financial goals are to:

- Operate in a financially sustainable manner;
- Operate within the rate cap, with new initiatives that require funding above the rate cap being supported by well-developed and costed business cases;
- Minimise fluctuations in increments from year to year that affect the member Councils;
- Reinvest efficiency savings into strategies identified in the Library Plan and the Collection; and
- Provide transparency and accountability.

Rate cap

For the 2019.20 financial year the Minister for Local Government has set the rate cap at 2.5%.



Budget development

The Budget has been developed from first principles and incorporates savings that have been achieved over the past two years. Key assumptions that have influenced the development of the budget are:

- Fees and charges income is estimated to decrease due to the removal of overdue fines. This represented just over \$23,000 in 2017.18 and is forecast to further reduce in 2018.19.
- The increase in base wage rate for employees under the new Enterprise Agreement is directly linked to the rate cap set by the Minister for Local Government. The rate cap in 2019.20 is 2.5%. The increase applied to the base wage rate will be 2.18% in 2019.20 (1.96% in 2018.19).
- Materials and services costs have been reviewed based on changes to systems, new contract arrangements and past expenditure trends. Efficiency reductions have been incorporated as well as allowing for inflation of 5% based on historical trends.
- The budget provides for an increase in the collection of \$65,000 to ensure West Gippsland Libraries continues to provide a collection that is under five years old as identified in the Local Government Performance Reporting Indicators. New collection items will also be invested in e-resources to support their exponential utilisation by patrons.
- Renewal of furniture and equipment has been included in the financial statements to ensure our libraries are modern and vibrant places for our patrons to discover, connect and enjoy.

Policy and legislative implications

The Budget 2019.20 is prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014.

- Section 196 – Regional libraries
- Section 127 – Council must prepare a budget
- Section 129 – Public notice
- Section 130 – Adoption of budget or revised budget
- Section 223 – Right to make a submission

Conclusion

Significant work has been undertaken in the past 12 months to review expenditure, automate back end processes and ensure that West Gippsland Libraries can maximise the use of its funds to invest back into valued services.

Overall, West Gippsland Libraries is in a strong financial position and it is recommended that the Board adopt the 2019.20 Annual Budget.

Conflict of interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 6.1.1 – 2019.20 Draft Annual Budget (as presented on exhibition)



6.2. Library Plan 2017.21 (Revised)

Report Prepared by Chief Executive Officer

Executive summary

The report presents the revised of the West Gippsland Libraries Library Plan 2017-21 (Revised 2019). The Library Plan is the guiding strategic document for the organisation, setting out our commitment to delivering library services to the communities of Baw Baw, South Gippsland and Bass Coast shires. It features eight strategic objectives and supporting actions to ensure that an accessible and dynamic library service is delivered to the community.

The revised plan includes a number of new actions, incorporating feedback from the Board, library staff and the Community Advisory Committee. The Board also undertook a values workshop to help West Gippsland Libraries deliver on its promise to the community. The revised Library Plan has amended what was previously outlined as its values (page 9) to become 'Our Purpose' that explains to the community what West Gippsland Libraries will provide. The organisations new values and commitment to the community are bravery, relationships and excellence.

We will bravely adapt with the changing needs of our communities.

We will build relationships with our stakeholders, communities and each other.

We will deliver excellence in everything we do.

We are West Gippsland Libraries and we are here to change lives.

The revised plan acknowledges and continues to focus on library services changing at a rapid and exciting pace, and that adapting is essential so more people can access library services for reading and learning, connecting or being creative and innovative.

Recommendation

That the Board:

- a) Adopt the West Gippsland Libraries Library Plan.
- b) Adopt the Strategic Resource Plan incorporated in the Library Plan incorporating the amendments made to the adopted budget outlined in report 6.1.
- c) Authorise the Chief Executive Officer to make typographical corrections to the Library Plan document.
- d) Authorise the Chief Executive Officer to give public notice of the adoption of the Library Plan and forward a copy to the Minister in accordance with section 130 of the Local Government Act 1989.

Highlights of the Revised Library Plan

The Library Plan 2017-21 (Revised 2019) celebrates new values and a commitment to these values when delivering library services to the community. The Board undertook a values workshop and by agreeing on the cultural values of **brave**, **relationships** and **excellence** we are setting a standard that we will use as our compass. We are telling our communities and staff that these three values are important to us and we strive to respect them in our everyday activities.

The revised Library Plan has amended what was previously outlined as its values (page 9) to become 'Our Purpose' that explains to the community what West Gippsland Libraries will provide. The organisations new values and commitment to the community are:

*We will **bravely** adapt with the changing needs of our communities.*

*We will build **relationships** with our stakeholders, communities and each other.*

*We will deliver **excellence** in everything we do.*

We are West Gippsland Libraries and we are here to change lives.



The revised plan also includes a number of new actions for the organisation, incorporating feedback from the Board, library staff and the Community Advisory Committee.

The Library Plan will continue to focus on the following strategic objectives.

- Strategy One – Enhance our library service models to better meet the needs of our community.
- Strategy Two – Enable and facilitate new learning opportunities lead by the community Strategy
- Three – Improve our engagement with early years and teen members
- Strategy Four – Experiment with new and renovated spaces that reflect modern learning approaches
- Strategy Five – Test alternative engagement approaches to promote true inclusivity and accessibility
- Strategy Six – Support our community to explore and learn about new and emerging trends
- Strategy Seven – Promote a culture that encourages flexibility, experimentation and personal growth
- Strategy Eight – Explore diverse revenue opportunities to complement our service

The 2019.20 actions within the plan will continue to build on the achievements of previous years. The biggest action for 2019.20 and change to the service is the removal of fines on overdue items.

Strategy 1 – Remove fines on overdue items

Overdue fines are a barrier to people coming to our libraries. The people who can least afford to pay fines are often the ones who need the library most. There is no evidence that suggests overdue fines encourage meaningful compliance.

Additional actions that have been included to address important areas of focus and build on existing work already being undertaken within the library service are:

Strategy 1 – Deploy accessible and modern community libraries in San Remo, Welshpool and the Bass Coast Waterline Area (encompassing Coronet Bay, Corinella and Grantville);

Many people in the community have not been able to access library services due to the short times the mobile library was available. Community libraries provide greater access to services with longer hours and the convenience of self-checkout. Our librarians will continue to staff community libraries to support our patrons.

Strategy 1 – Pilot click and collect points across the region.

The West Gippsland region is large and our communities are looking for flexibility and convenience in locations where there is no static library.

Strategy 5 – Continue to enhance the user experience of the website.

Over 20,000 users visit our website each month. We want to make sure it continues to meet their needs.

Strategy 7 – Continue to develop our people with the skills to confidently engage with our diverse community.

Our communities are diverse and people visit our libraries for a range of services. Our success is determined by the quality of services those who use our services experience.

Completed actions from the 2018 revised plan have been removed where they are not ongoing in nature or have become business as usual. The revised plan also contains the latest demographic and statistical information to reflect the membership and trends of the service.

Policy and Legislative Implications

The West Gippsland Libraries Library Plan 2017-21 is prepared in accordance with the Local Government Act 1994 and the Local Government (Planning and Reporting) Regulations 2014.

- Section 196 – Regional Libraries



- Section 125 – Council Plan
- Section 126 – Strategic Resource Plan
- Section 223 – Right to make a submission.

Conclusion

The revised plan aspires and challenges West Gippsland Libraries to be a service that is equipped to respond to the changing needs of our communities. The strategies within the plan are designed to motivate the organisation to think differently and ensure that we are prepared for the future. It is recommended that the revised Library Plan be adopted by the Board.

Conflict of Interest

Under section 80C of the *Local Government Act 1989*, the CEO declares that there is no conflict of interest to disclose in providing this report.

Attachments

Attachment 6.2.1 – Revised Library Plan

7. Video – The Library as a Movement

R. David Lankes, Professor and Author

Director of the University of South Carolina's School of Library and Information Science and recipient of the American Library Association's 2016 Ken Haycock Award for Promoting Librarianship.

<https://davidlankes.org/>

David recorded a video for the State Library of Victoria and Public Libraries Victoria Summit held in July 2019. David joined Library sector leaders at the Summit via Skype for an insightful and entertaining Q&A. His prerecorded video has been made available to West Gippsland Libraries and will be showed at the Board meeting.

8. Next Meeting

Ordinary Board meeting 11.30 am, Friday, 13th September 2019 at the Drouin Library Meeting Room, 136 Princes Way, Drouin.



Annual Budget 2019.20



Chair's Introduction



Cr Geoff Ellis
Bass Coast Shire Council
Board Chair

It is a great pleasure and solemn duty to present the Annual Budget 2019.20 for West Gippsland Libraries.

The Budget has been developed to incorporate the priorities identified by the community through ongoing consultation and engagement.

This budget builds on the significant work undertaken in 2018.19 to increase the profile of the library service while striving for dynamic, modern and inclusive library services and spaces.

I am pleased to announce the major initiative proposed in this year's Annual Budget and ongoing in the Long Term Financial Plan is the permanent removal of fines on overdue items. They are a barrier to people coming to our libraries and those who can least afford to pay fines are often the ones who need the library most. This is a key strategy, among many others, to demonstrate our value and purpose to ensure the service continues to grow the number of people actively engaging with our service.

A continued focus on enhancing the collection is also reflected by an increase in the investment of the collection by \$45,000, compared to the previous year. There will be a focus on e-resources that will see an investment of not less than \$180,000 in the coming year due to an increase in their loans by more than 60 per cent.

The 2019.20 Budget also invests in programs and outreach that continue to experience growth for the service and are an opportunity to reach more people within the community.

The 2019.20 Budget supports the delivery of the Library Plan which recognises and facilitates the significant work of the West Gippsland Libraries team each year and continues to focus on striving to enhance the service provided to the community while recognising the financial constraints in which the service operates.

The 10 year Financial Plan continues to feature in the Budget to assist with decision making and ensuring the service remains sustainable.

I look forward to working with the community and the team at West Gippsland Libraries to see great outcomes over the next 12 months.



Our Child Safety Commitment

West Gippsland Libraries is committed to the safety and wellbeing of all children and young people.



Annual Budget 2019.20

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From the CEO



Leanne Williams
Chief Executive Officer

Introduction

The Draft Budget 2019.20 has been developed to build on the significant work undertaken in last year to ensure the West Gippsland Libraries is a modern and dynamic place to discover, connect and enjoy. This is made possible by the dedication and passion of all staff.

The Budget has been developed to support the team at West Gippsland Libraries deliver on the strategies and actions set out in the Library Plan. It has also been developed from first principles to ensure all income and expenditure is reviewed to ensure long term financial sustainability.

To assist with the development of the Budget, it is important to reflect and review on our past performance. Analysis of past trends (see graphs below) for our operating result, cost of services, cash and investments, asset spending and financial position help inform how we will perform into the future.

The major initiative this year of removing fines on overdue items is a significant one. This will mean there are fewer barriers for people to continuously use our services and make sure that those who can least afford to pay fines are not disadvantaged. In 2018, overdue fines represented \$23,194 in revenue.

The Budget aims to minimise costs, maintain strong cash reserves and continue to invest in the collection with an emphasis on e-resources to accommodate the increasing demand. Investment in technology being used by our patrons and renewing furniture in the libraries are also featured this year to maintain modern and vibrant places.

Investing in our people will also continue to ensure they have the skills to confidently engage with our diverse community. West Gippsland Libraries builds knowledge and skills that strengthen our communities.

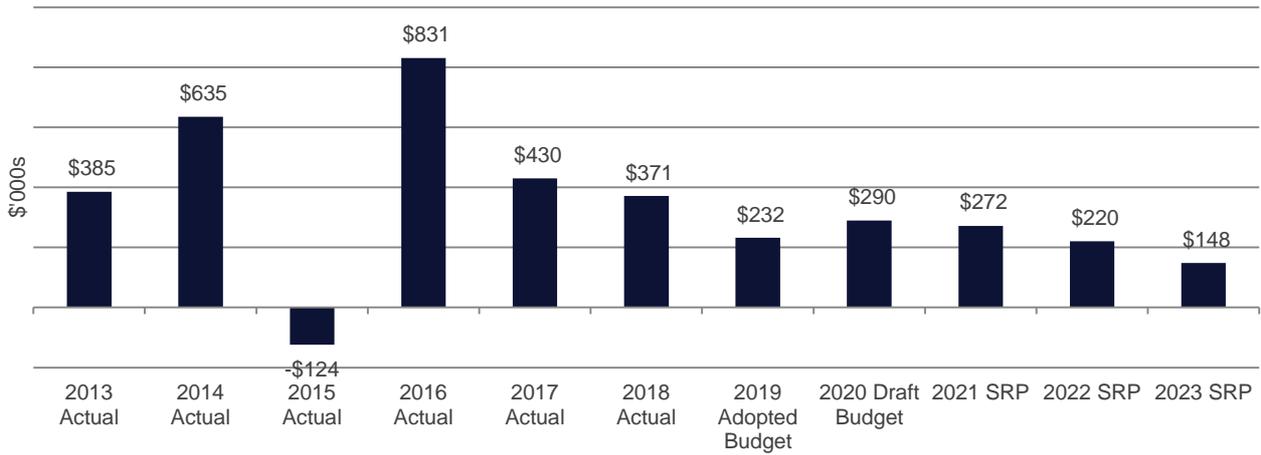
We will:

- Bravely adapt to the changing needs of our communities.
- Build relationships with our stakeholders, communities and each other.
- Deliver excellence in everything we do, either for each other, with each other or because of each other.

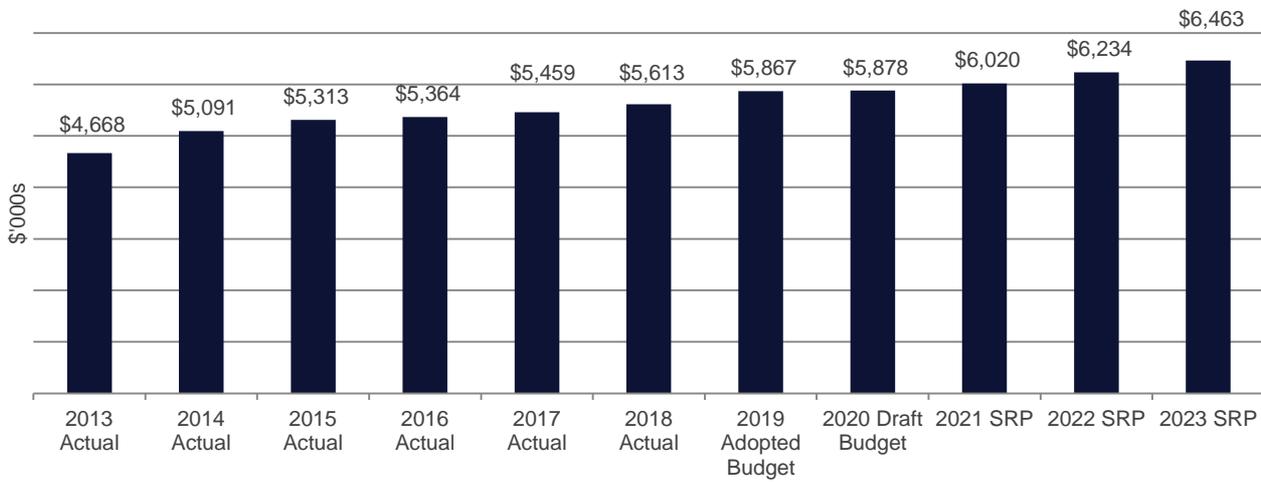
We are West Gippsland Libraries and we are here to change lives.



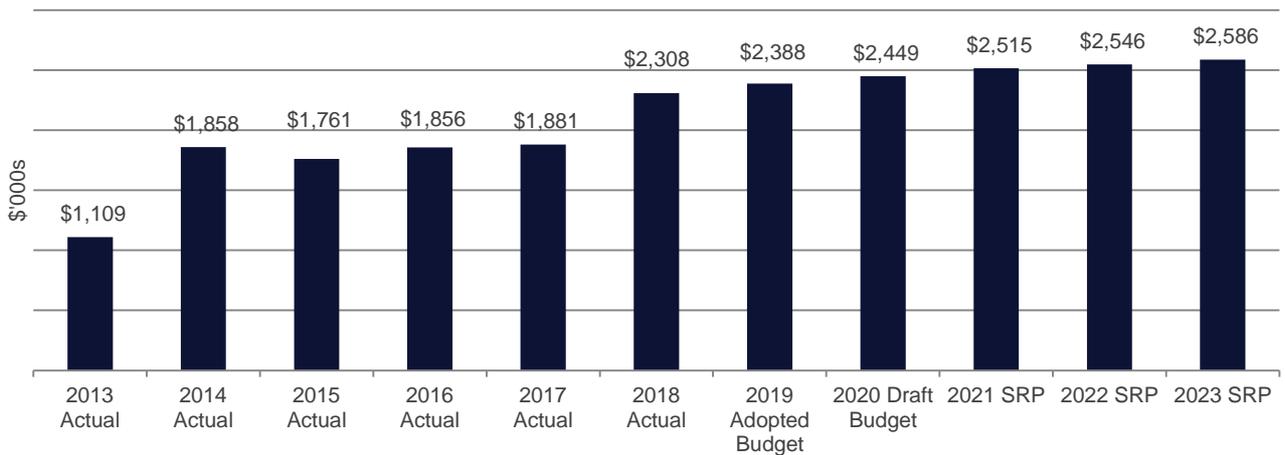
Operating result



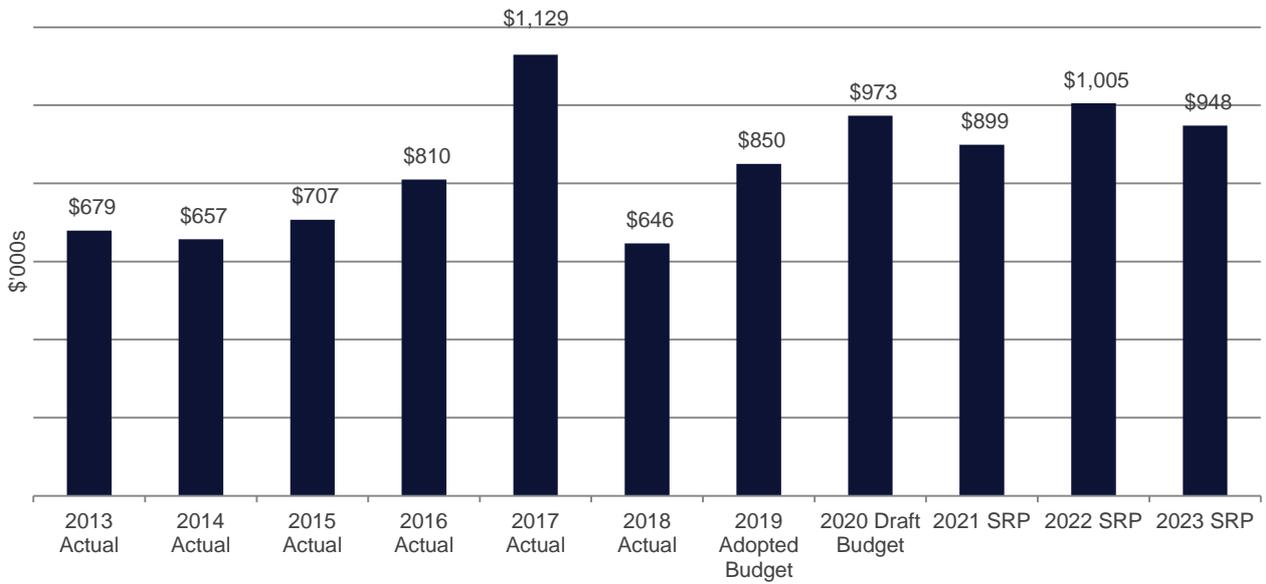
Cost of services



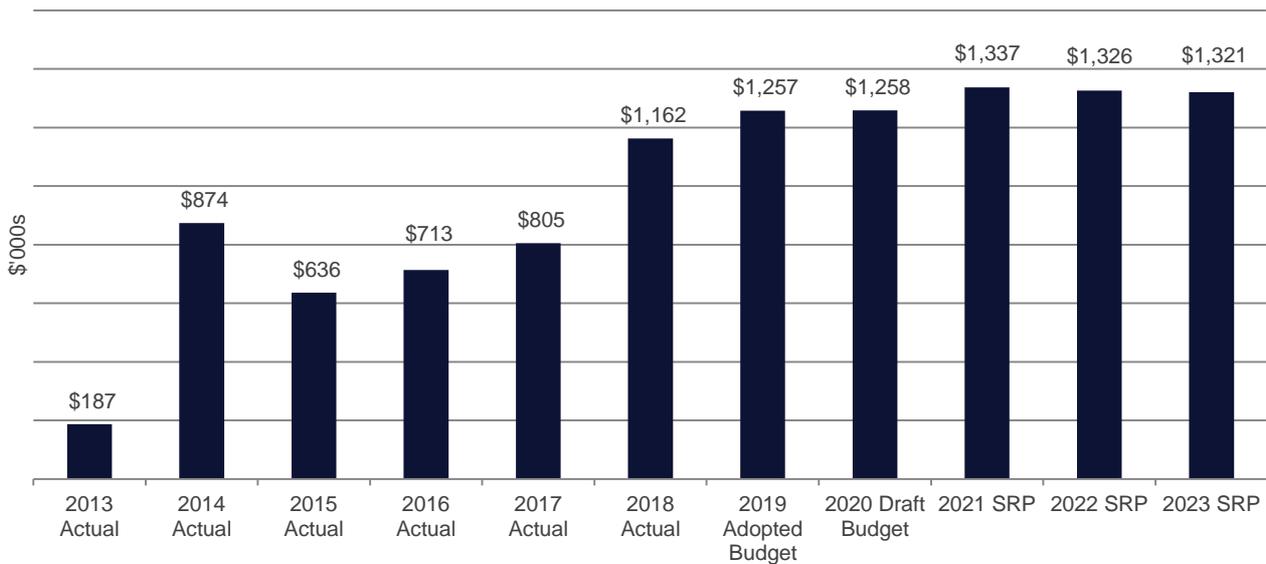
Cash and investments



What are we spending on assets?



Financial position (net current assets)



Library Plan

This section describes how the Annual Budget links to the achievement of the Library Plan within an overall planning and reporting framework. This framework guides West Gippsland Libraries in identifying community needs and aspirations over the long term (Long Term Financial Plan), medium term (Library Plan) and short term (Annual Budget) and then being held accountable (Annual Report).

Our Vision

Discover – our libraries are the centre for reading and learning.

Connect – we support everyone in our community.

Enjoy – our libraries are creative and innovative.

Our Mission

We provide library services, programs and collections that are accessible and equitable.

We will create partnerships to improve our service, share our knowledge and facilitate interaction within our communities.

We will continuously improve our value to the community.

Our Values

We will **bravely** adapt with the changing needs of our communities.

We will **build relationships** with our stakeholders, communities and each other.

We will deliver **excellence** in everything we do, either for each other, with each other or because of each other.

We are West Gippsland Libraries and we are here to change lives.

Our Role

West Gippsland Libraries builds knowledge and skills that strengthen our communities. We uphold our values as:

- We are universally accessible centres for information, reading, learning and enjoyment;
- Build knowledge and skills that strengthen our communities;
- Equitable and trusted access to information and authoritative resources;
- Work in collaboration with our community, stakeholders and the library sector to foster innovation and ensure we remain relevant; and
- We are accountable for high standards of professionalism, customer service, integrity and respect.

Our Strategic Objectives

West Gippsland Libraries adopted its four year strategic plan in June 2017 in consultation with the community and staff. Eight key strategies were identified and actions were developed for each strategy. A number of actions have already been delivered in 2017.18 as highlighted in the quarterly reports. To continue to strive as an excellent service there are a number of new actions that have been added. Our strategies and actions are outlined below. The Library Plan provides greater detail regarding why these actions have been chosen and



how the community will know if we succeed.

Strategy One – Enhance our library service models to better meet the needs of our community.

- Pilot a roaming librarian service model.
- Review opening hours across all sites to assess if we are accommodating the community needs.
- Remove fines on overdue items.
- Pilot click and collect points across the region.
- Deploy accessible and modern community libraries in San Remo, Welshpool and the Bass Coast Waterline Area (encompassing Coronet Bay, Corinella and Grantville).

Strategy Two – Enable and facilitate new learning opportunities lead by the community.

- Identify opportunities for simplifying our events process.
- Partner with community experts to deliver unique learning opportunities.

Strategy Three – Improve our engagement with early years and teen members.

- Enhance our early years outreach programs.
- Better understand and address the drop off of young who previously used the library.

Strategy Four – Experiment with new and renovated spaces that reflect modern learning approaches.

- Pilot creative design and library layout options that can accommodate our patron's diverse needs.
- Develop a renewal plan for dynamic library furniture.

Strategy Five – Test alternative engagement approaches to promote true inclusivity and accessibility.

- Go above and beyond to engage our missing demographics.
- Continue to enhance the user experience of the website.
- Enhance our social media reach.

Strategy Six – Support our community to explore and learn about new and emerging trends.

- Integrate new technology into our programs.
- Lead by example to promote high standards of digital literacy in the community.
- Pilot a media streaming zone.

Strategy Seven – Promote a culture that encourages flexibility, experimentation and personal growth.

- Strengthen our commitment to each other and our community.
- Pilot flexible cloud based employee management systems to support our people.
- Keep our people safe.
- Continue to develop our people with the skills to confidently engage with our diverse community.

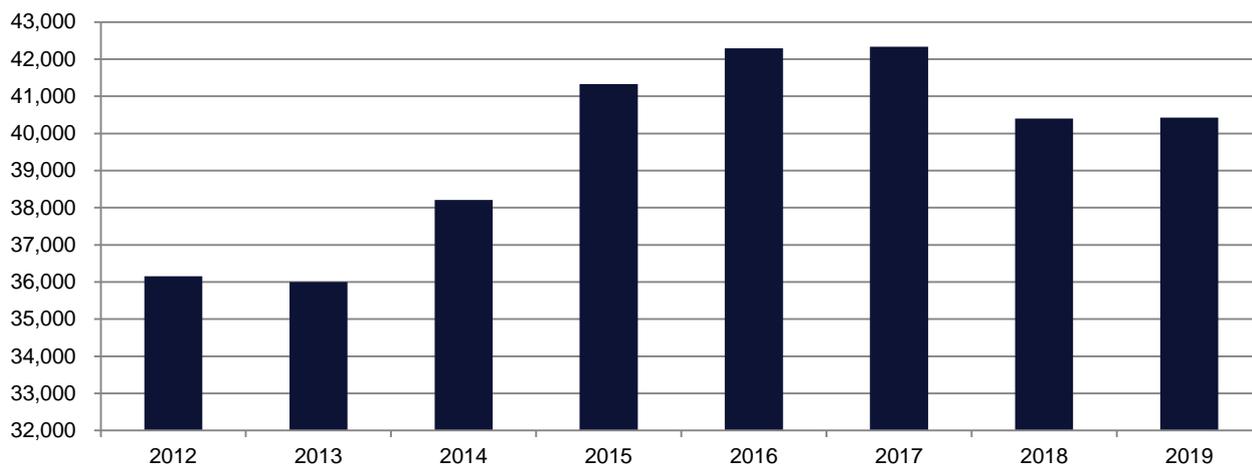
Strategy Eight – Explore diverse revenue opportunities to complement our service.

- Explore opportunities for funding value adding services.
- Seek alternative revenue opportunities to support our projects and programs.

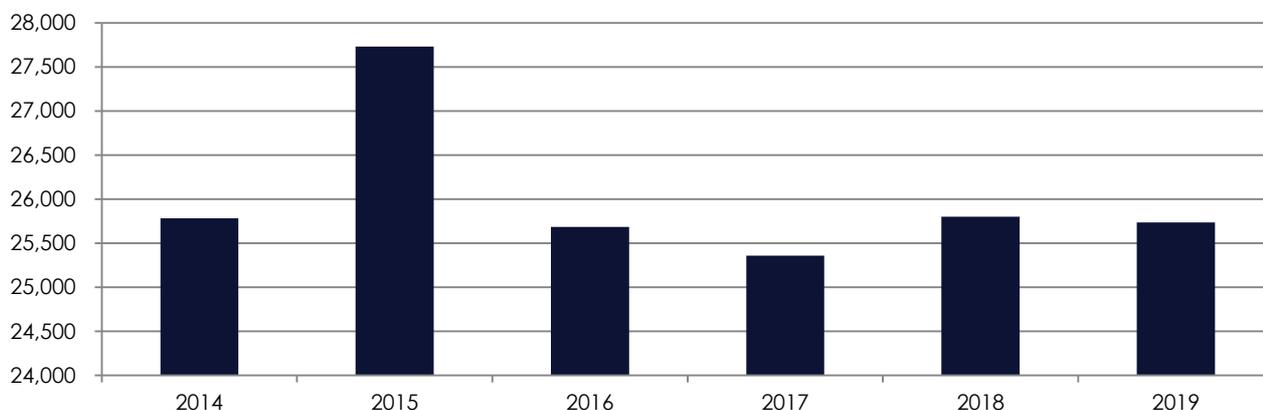


About Us

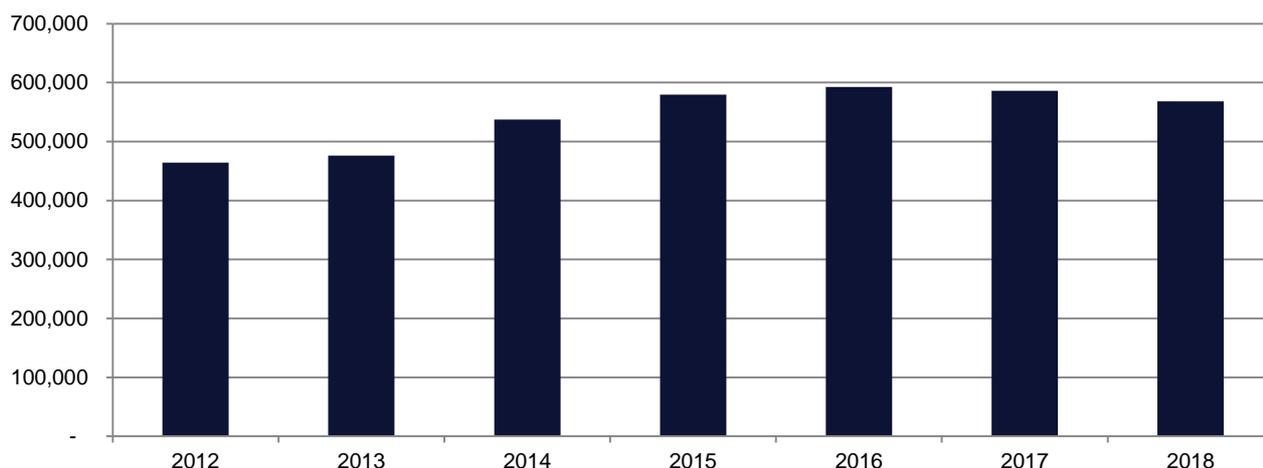
Our membership



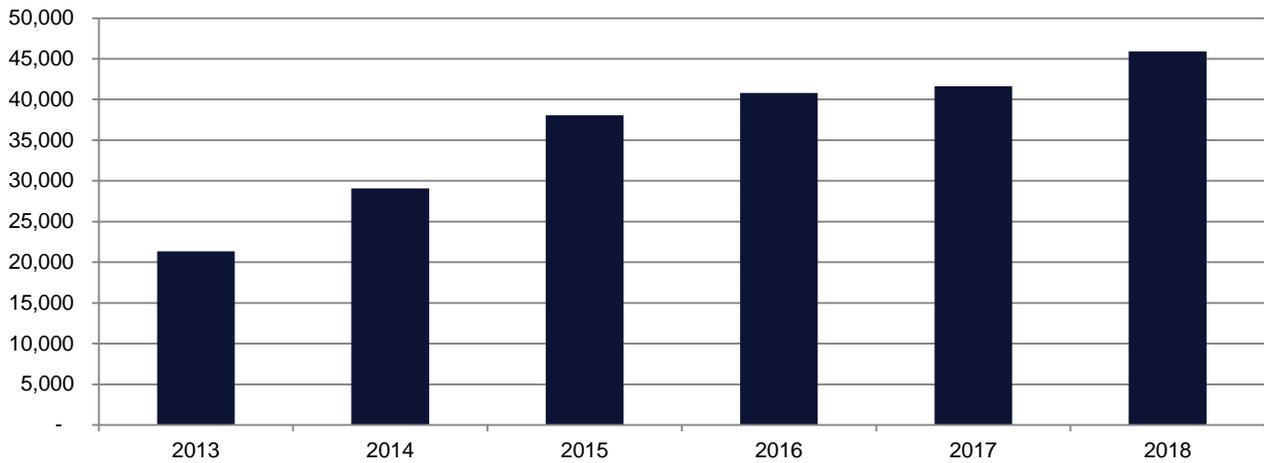
Active members



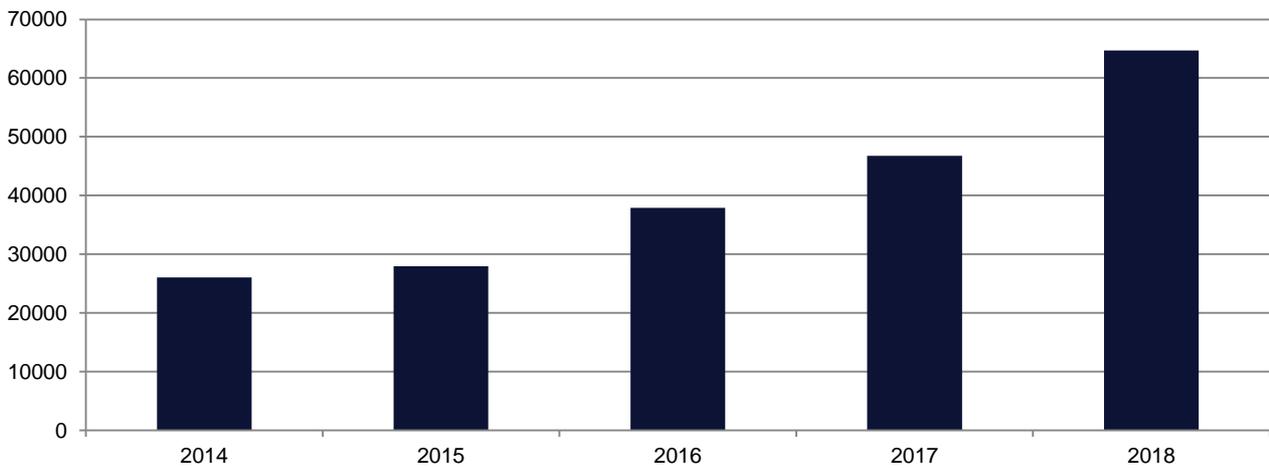
Visits to our library



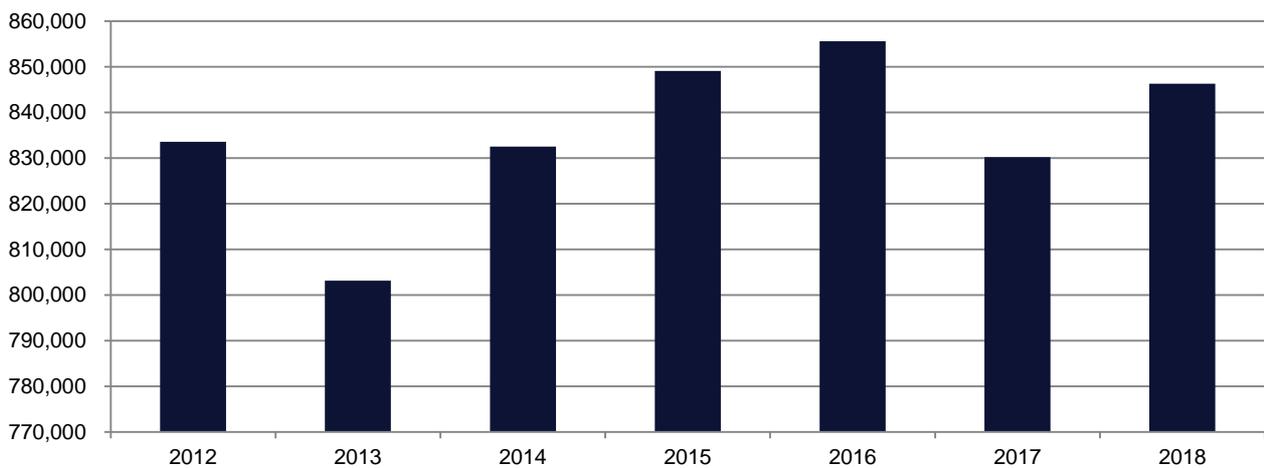
Number of people who attended our programs



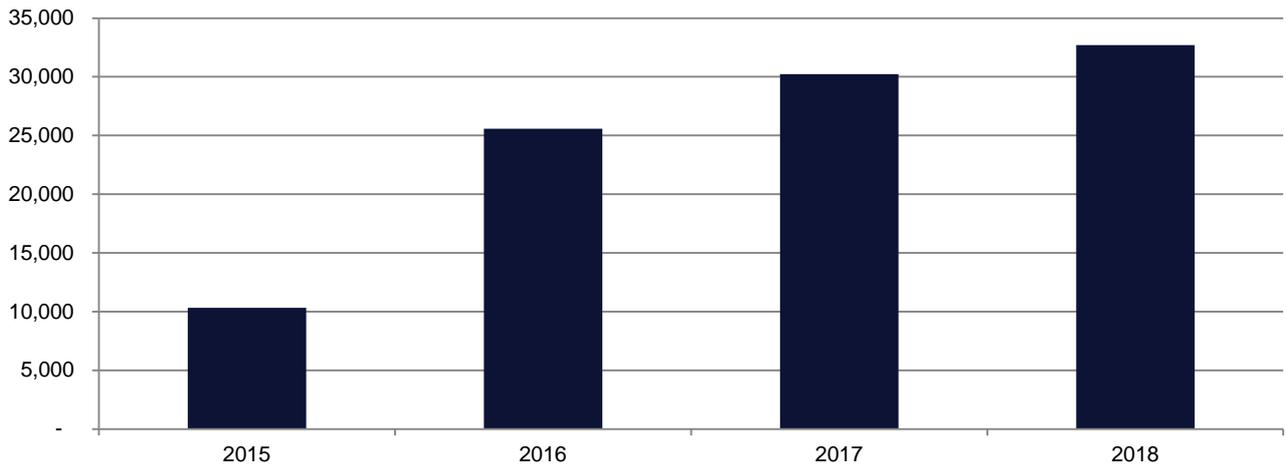
Number of e-resources loaned



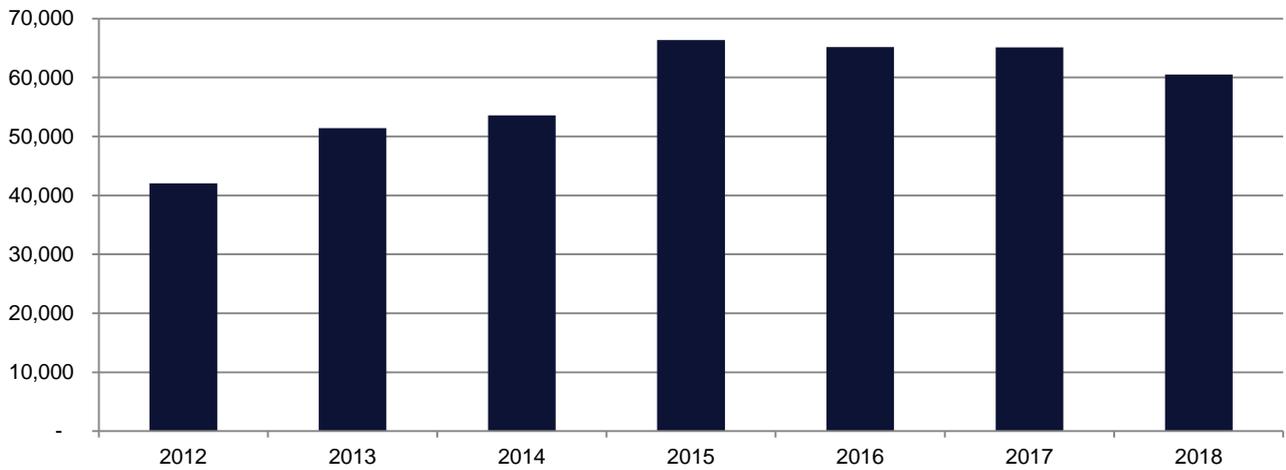
Number of items loaned



Number of times our wifi was used



Number of times our computers were used



Planning and accountability framework

The Strategic Resource Plan, part of and prepared in conjunction with the Library Plan, is a rolling four year plan that outlines the financial and non-financial resources that West Gippsland Libraries requires to achieve the strategic objectives described in the Library Plan.

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The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Library Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election of Councillors. The Strategic Resource Plan is reviewed each year in advance of the commencement of the Annual Budget process.

Financial Goals

It is important for West Gippsland Libraries to set financial goals to provide guidance and structure to the budget process and assist with maintaining consistent financial planning year on year. West Gippsland Libraries financial goals are to:

- Operate in a financially sustainable manner;
- Operate within the rate cap, with new initiatives that require funding above the rate cap being supported by well-developed and costed business cases;
- Minimise fluctuations in increments from year to year that affect the member Councils;
- Reinvest efficiency savings into strategies identified in the Library Plan and the Collection; and
- Provide transparency and accountability.

Rate cap

For the 2019.20 financial year the Minister for Local Government has set the rate cap at 2.5%.

Budget development

The Budget has been developed from first principles and incorporates savings that were achieved in 2017. Key assumptions that have influenced the development of the budget are detailed below.

- Fees and charges income is estimated to decrease due to the removal of overdue fines. This represented just over \$23,000 in 2017.18 and is forecast to further reduce in 2018.19.
- The increase in base wage rate for employees under the new Enterprise Agreement is directly linked to the rate cap set by the Minister for Local Government. The rate cap in 2019.20 is 2.5%. The increase applied to the base wage rate will be 2.18% in 2019.20 (1.96% in 2018.19).
- Materials and services costs have been reviewed based on changes to systems, new contract arrangements and past expenditure trends. Efficiency reductions have been incorporated as well as allowing for inflation of 5% based on historical trends.
- The budget provides for an increase in the collection of \$65,000 to ensure West Gippsland Libraries continues to provide a collection that is under five years old as identified in the Local Government Performance Reporting Indicators. New collection items will also be invested in e-resources to support their exponential utilisation by patrons.
- Renewal of furniture and equipment has been included in the financial statements to ensure our libraries are modern and vibrant places for our patrons to discover, connect and enjoy.



Financial Statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2019-20 to 2028-29 incorporates the Strategic Resource Plan and Long Term Financial Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources



Comprehensive Income Statement

For the 10 year period ending 30 June 2029

	Adopted Budget 2018.19	Budget 2019.20	Strategic Resource Plan				Long Term Financial Plan				
			2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29
Income											
User fees	78,611	52,000	53,560	55,167	56,822	58,527	60,283	62,091	63,953	65,872	67,848
Contributions - cash	5,058,640	5,160,910	5,289,932	5,422,180	5,557,735	5,696,678	5,839,095	5,985,073	6,134,700	6,288,067	6,445,268
Grants - Recurrent	898,676	899,626	891,147	908,970	927,149	945,692	964,606	983,898	1,003,576	1,023,648	1,044,121
Grants - Non-recurrent	-	-	-	-	-	-	-	-	-	-	-
Other income	63,393	55,449	57,666	67,671	69,178	71,049	72,594	73,625	74,384	75,353	76,522
Total income	6,099,320	6,167,985	6,292,305	6,453,988	6,610,884	6,771,946	6,936,578	7,104,687	7,276,613	7,452,940	7,633,759
Expenses											
Employee costs	3,779,756	3,872,655	3,973,925	4,097,713	4,225,357	4,356,977	4,492,697	4,632,645	4,753,789	4,878,101	5,005,663
Materials and services	785,341	763,850	798,368	838,286	880,200	924,210	970,421	1,018,942	1,069,889	1,123,383	1,179,552
Depreciation and amortisation	824,393	777,302	779,433	824,314	876,776	897,124	913,146	922,893	931,881	923,973	910,895
Finance costs	98,039	89,040	81,696	75,545	70,267	71,672	61,731	51,397	40,928	31,166	21,872
Other expenses	379,570	375,140	386,394	397,986	409,925	422,223	434,890	447,937	461,375	475,217	489,474
Total expenses	5,867,099	5,877,987	6,019,816	6,233,844	6,462,525	6,672,206	6,872,885	7,073,814	7,257,862	7,431,840	7,607,456
Surplus (deficit) for the year	232,221	289,998	272,489	220,144	148,359	99,740	63,693	30,873	18,751	21,100	26,303
Other comprehensive income											
Items that will not be reclassified to surplus or deficit:											
Net asset revaluation increment /(decrement)	-	-	-	-	-	-	-	-	-	-	-
Comprehensive result	232,221	289,998	272,489	220,144	148,359	99,740	63,693	30,873	18,751	21,100	26,303

Balance Sheet

For the 10 year period ending 30 June 2029

	Adopted Budget	Budget	Strategic Resource Plan				Long Term Financial Plan				
	2018.19	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29
Assets											
Current assets											
Cash and cash equivalents	1,388,460	1,448,579	1,515,285	1,545,813	1,586,353	1,617,185	1,632,941	1,640,500	1,653,655	1,672,094	1,678,470
Other financial assets	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Trade and other receivables	30,497	30,840	31,462	32,270	33,054	33,860	34,683	35,523	36,383	37,265	38,169
Other assets	12,199	12,336	12,585	12,908	13,222	13,544	13,873	14,209	14,553	14,906	15,268
Total current assets	2,431,156	2,491,755	2,559,332	2,590,991	2,632,629	2,664,589	2,681,497	2,690,232	2,704,591	2,724,265	2,731,907
Non-current assets											
Property, infrastructure, plant & equipment	4,161,039	4,332,017	4,451,898	4,606,438	4,677,948	4,705,856	4,706,506	4,676,305	4,616,012	4,545,021	4,482,661
Total non-current assets	4,161,039	4,332,017	4,451,898	4,606,438	4,677,948	4,705,856	4,706,506	4,676,305	4,616,012	4,545,021	4,482,661
Total assets	6,592,195	6,823,772	7,011,230	7,197,429	7,310,577	7,370,445	7,388,003	7,366,537	7,320,603	7,269,286	7,214,568
Liabilities											
Current liabilities											
Trade and other payables	267,930	261,968	272,495	284,343	296,729	309,680	323,222	337,382	352,191	367,678	383,876
Provisions	793,749	851,984	874,264	901,497	929,579	958,535	988,393	1,019,182	1,045,834	1,073,182	1,101,246
Interest-bearing loans	112,924	120,268	75,997	78,743	84,938	92,793	100,646	109,054	118,235	128,345	139,191
Total current liabilities	1,174,603	1,234,220	1,222,756	1,264,583	1,311,246	1,361,008	1,412,261	1,465,618	1,516,260	1,569,205	1,624,313
Non-current liabilities											
Provisions	90,714	92,944	95,374	98,345	101,409	104,567	107,825	111,183	114,091	117,074	120,136
Interest-bearing loans	1,048,210	927,942	851,945	773,202	688,264	595,471	494,825	385,771	267,536	139,191	-
Total non-current liabilities	1,138,924	1,020,886	947,319	871,547	789,673	700,038	602,650	496,954	381,627	256,265	120,136
Total liabilities	2,313,527	2,255,106	2,170,075	2,136,130	2,100,919	2,061,046	2,014,911	1,962,572	1,897,887	1,825,470	1,744,449
Net assets	4,278,668	4,568,666	4,841,155	5,061,299	5,209,658	5,309,399	5,373,092	5,403,965	5,422,716	5,443,816	5,470,119
Equity											
Accumulated surplus	3,347,300	3,637,298	3,909,787	4,129,931	4,278,290	4,378,031	4,441,724	4,472,597	4,491,348	4,512,448	4,538,751
Reserves	931,368	931,368	931,368	931,368	931,368	931,368	931,368	931,368	931,368	931,368	931,368
Total equity	4,278,668	4,568,666	4,841,155	5,061,299	5,209,658	5,309,399	5,373,092	5,403,965	5,422,716	5,443,816	5,470,119

Statement of Changes in Equity

For the 10 year period ending 30 June 2028

	Total	Accumulated Surplus	Reserves
2018.19 - Adopted Budget			
Balance at beginning of the financial year	4,046,447	3,115,079	931,368
Comprehensive result	232,221	232,221	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	4,278,668	3,347,300	931,368
2019.20 - Budget			
Balance at beginning of the financial year	4,278,668	3,347,300	931,368
Comprehensive result	289,998	289,998	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	4,568,666	3,637,298	931,368
2020.21 - SRP			
Balance at beginning of the financial year	4,568,666	3,637,298	931,368
Comprehensive result	272,489	272,489	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	4,841,155	3,909,787	931,368
2021.22 - SRP			
Balance at beginning of the financial year	4,841,155	3,909,787	931,368
Comprehensive result	220,144	220,144	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,061,299	4,129,931	931,368
2022.23 - SRP			
Balance at beginning of the financial year	5,061,299	4,129,931	931,368
Comprehensive result	148,359	148,359	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,209,658	4,278,290	931,368
2023.24 - LTFP			
Balance at beginning of the financial year	5,209,658	4,278,290	931,368
Comprehensive result	99,740	99,740	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,309,398	4,378,030	931,368
2024.25 - LTFP			
Balance at beginning of the financial year	5,309,398	4,378,030	931,368
Comprehensive result	63,693	63,693	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,373,091	4,441,723	931,368
2025.26 - LTFP			
Balance at beginning of the financial year	5,373,091	4,441,723	931,368
Comprehensive result	30,874	30,874	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,403,965	4,472,597	931,368
2026.27 - LTFP			
Balance at beginning of the financial year	5,403,965	4,472,597	931,368
Comprehensive result	18,751	18,751	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,422,716	4,491,348	931,368
2027.28 - LTFP			
Balance at beginning of the financial year	5,422,716	4,491,348	931,368
Comprehensive result	21,100	21,100	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,443,816	4,512,448	931,368
2028.29 - LTFP			
Balance at beginning of the financial year	5,443,816	4,512,448	931,368
Comprehensive result	26,303	26,303	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,470,119	4,538,751	931,368



Statement of Cash Flows

For the 10 year period ending 30 June 2029

	Adopted Budget 2018.19	Budget 2019.20	Strategic Resource Plan				Long Term Financial Plan				
			2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29
Cash flows from operating activities											
User fees	78,974	51,863	53,311	54,844	56,508	58,205	59,954	61,755	63,609	65,519	67,486
Contributions - cash	5,058,640	5,160,910	5,289,932	5,422,180	5,557,735	5,696,678	5,839,095	5,985,073	6,134,700	6,288,067	6,445,268
Grants - recurrent	898,676	899,626	891,147	908,970	927,149	945,692	964,606	983,898	1,003,576	1,023,648	1,044,121
Grants - non recurrent	-	-	-	-	-	-	-	-	-	-	-
Interest	50,000	41,654	43,457	53,035	54,103	55,522	56,601	57,153	57,418	57,878	58,523
Other receipts	5,657	13,452	13,587	13,828	14,291	14,721	15,170	15,632	16,106	16,593	17,095
Other payments	(3,500)	(3,500)	(3,605)	(3,713)	(3,824)	(3,939)	(4,057)	(4,179)	(4,304)	(4,433)	(4,566)
Employee costs	(3,719,093)	(3,812,190)	(3,949,215)	(4,067,509)	(4,194,211)	(4,324,863)	(4,459,581)	(4,598,498)	(4,724,229)	(4,847,770)	(4,974,537)
Materials and consumables	(1,206,936)	(1,141,452)	(1,170,630)	(1,220,711)	(1,273,915)	(1,329,543)	(1,387,712)	(1,448,540)	(1,512,151)	(1,578,680)	(1,648,262)
Net cash provided by operating activities	1,162,418	1,210,363	1,167,984	1,160,924	1,137,836	1,112,473	1,084,076	1,052,294	1,034,725	1,020,822	1,005,128
Cash flows from investing activities											
Payments for property, plant and equipment	(850,412)	(973,000)	(899,314)	(1,005,079)	(948,286)	(952,854)	(913,796)	(922,209)	(871,588)	(884,297)	(848,535)
Proceeds from sale of property, plant and equipment	-	24,720	-	26,225	-	27,823	-	29,517	-	31,315	-
Net cash used in investing activities	(850,412)	(948,280)	(899,314)	(978,854)	(948,286)	(925,031)	(913,796)	(892,692)	(871,588)	(852,982)	(848,535)
Cash flows from financing activities											
Finance costs	(98,039)	(89,040)	(81,696)	(75,545)	(70,267)	(71,672)	(61,731)	(51,397)	(40,928)	(31,166)	(21,872)
Proceeds from leases	-	-	-	-	-	-	-	-	-	-	-
Repayment of leases	(76,929)	(51,029)	(53,364)	(3,414)	-	-	-	-	-	-	-
Repayment of borrowings	(56,352)	(61,895)	(66,904)	(72,583)	(78,743)	(84,938)	(92,793)	(100,646)	(109,054)	(118,235)	(128,345)
Net cash provided by (used in) financing activities	(231,320)	(201,964)	(201,964)	(151,542)	(149,010)	(156,610)	(154,524)	(152,043)	(149,982)	(149,401)	(150,217)
Net (decrease) increase in cash & cash equivalents	80,686	60,119	66,706	30,528	40,540	30,832	15,756	7,559	13,155	18,439	6,376
Cash and cash equivalents at beginning of the financial year	1,307,774	1,388,460	1,448,579	1,515,285	1,545,813	1,586,353	1,617,185	1,632,941	1,640,500	1,653,655	1,672,094
Cash and cash equivalents at end of the financial year	1,388,460	1,448,579	1,515,285	1,545,813	1,586,353	1,617,185	1,632,941	1,640,500	1,653,655	1,672,094	1,678,470

Statement of Capital Works

For the 10 year period ending 30 June 2029

	Adopted Budget 2018.19	Budget 2019.20	Strategic Resource Plan				Long Term Financial Plan				
			2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29
Property											
Buildings	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	40,000	-	-	-	-	-	-	-	-	-
Total property	-	40,000	-	-	-	-	-	-	-	-	-
Plant and equipment											
Furniture, equipment and computers	215,000	203,000	134,405	149,693	102,016	21,493	77,482	111,476	114,820	51,069	45,680
Motor vehicles	-	50,000	-	45,020	-	47,762	-	50,671	-	53,757	-
Library collections	635,412	680,000	764,909	810,366	846,270	883,599	836,314	760,062	756,768	779,472	802,856
Total plant and equipment	850,412	933,000	899,314	1,005,079	948,286	952,854	913,796	922,209	871,588	884,297	848,535
Total capital works expenditure	850,412	973,000	899,314	1,005,079	948,286	952,854	913,796	922,209	871,588	884,297	848,535
Represented by:											
New asset expenditure	45,000	68,000	28,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000
Asset renewal expenditure	805,412	885,000	871,314	987,079	930,286	934,854	895,796	904,209	853,588	866,297	830,535
Asset upgrade expenditure	-	20,000	-	-	-	-	-	-	-	-	-
Asset expansion	-	-	-	-	-	-	-	-	-	-	-
Total capital works expenditure	850,412	973,000	899,314	1,005,079	948,286	952,854	913,796	922,209	871,588	884,297	848,535

Statement of Human Resources

For the 10 year period ending 30 June 2029

	Adopted Budget 2018.19	Budget 2019.20	Strategic Resource Plan				Long Term Financial Plan				
			2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29
Staff expenditure											
Employee costs - operating	3,779,756	3,872,655	3,973,925	4,097,713	4,225,357	4,356,977	4,492,697	4,632,645	4,753,789	4,878,101	5,005,663
Employee costs - capital	-	-	-	-	-	-	-	-	-	-	-
Total staff expenditure	3,779,756	3,872,655	3,973,925	4,097,713	4,225,357	4,356,977	4,492,697	4,632,645	4,753,789	4,878,101	5,005,663
	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT	EFT
Staff numbers											
Employees	39.7	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5
Total staff numbers	39.7	39.7	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5	39.5

Statement of Human Resources (continued)

For the 10 year period ending 30 June 2029

	Budget	Strategic Resource Plan				Long Term Financial Plan				
	2019.20	2020.21	2021.22	2022.23	2023.24	2024.25	2025.26	2026.27	2027.28	2028.29
Executive										
Permanent full time	447,666	457,425	467,397	477,586	487,997	498,635	509,505	520,612	531,961	543,558
Permanent part time	309,959	316,716	323,620	330,675	337,884	345,250	352,776	360,467	368,325	376,354
Total executive	757,625	774,141	791,017	808,261	825,881	843,885	862,281	881,079	900,286	919,912
Northern Libraries										
Permanent full time	383,466	391,826	400,368	409,096	418,014	427,127	436,438	445,952	455,674	465,608
Permanent part time	817,710	835,536	853,751	872,363	891,381	910,813	930,669	950,958	971,689	992,872
Total northern libraries	1,201,176	1,227,362	1,254,119	1,281,459	1,309,395	1,337,940	1,367,107	1,396,910	1,427,363	1,458,480
Southern Libraries										
Permanent full time	208,402	212,945	217,587	222,330	227,177	232,129	237,189	242,360	247,643	253,042
Permanent part time	828,879	846,949	865,412	884,278	903,555	923,252	943,379	963,945	984,959	1,006,431
Total southern libraries	1,037,281	1,059,894	1,082,999	1,106,608	1,130,732	1,155,381	1,180,568	1,206,305	1,232,602	1,259,473
Technology and collections										
Permanent full time	228,807	233,795	238,892	244,100	249,421	254,858	260,414	266,091	271,892	277,819
Permanent part time	449,515	459,314	469,327	479,558	490,012	500,694	511,609	522,762	534,158	545,803
Total technology and collections	678,322	693,109	708,219	723,658	739,433	755,552	772,023	788,853	806,050	823,622
Total staff expenditure	3,872,655	3,973,925	4,097,713	4,225,357	4,356,977	4,492,697	4,632,645	4,753,789	4,878,101	5,005,663
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Executive										
Permanent full time	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Permanent part time	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50
Total executive	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50
Northern Libraries										
Permanent full time	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Permanent part time	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60	9.60
Total northern libraries	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60	11.60
Southern Libraries										
Permanent full time	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Permanent part time	9.80	9.80	9.80	9.80	9.80	9.80	9.80	9.80	9.80	9.80
Total southern libraries	12.80	12.80	12.80	12.80	12.80	12.80	12.80	12.80	12.80	12.80
Technology and collections										
Permanent full time	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Permanent part time	5.50	5.50	5.50	5.50	5.50	5.50	5.50	5.50	5.50	5.50
Total technology and collections	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50	7.50
Casual	1.30	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10	1.10
Total full time equivalent	39.70	39.50	39.50	39.50	39.50	39.50	39.50	39.50	39.50	39.50

Budget Analysis

Grants

Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of library services.

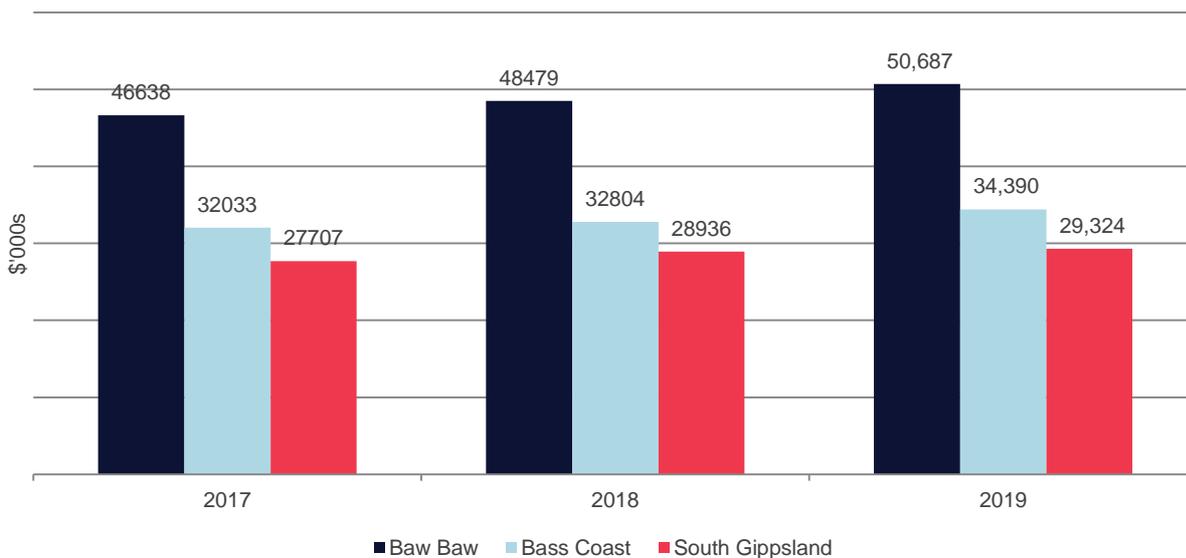
Overall, the level of operating grants is projected to remain consistent. This is based on a forecast increase in CPI and a decrease in other grants due to not including grant funding that has not been secured.

Operating Grant Funding Type and Source	Adopted Budget	Budget	Variance	Variance
	2018.19	2019.20	\$	%
State Government				
Public libraries	852,364	873,673	21,309	2%
Premiers reading challenge	25,912	25,953	41	0%
Other	20,400	-	(20,400)	-100%
Total recurrent grants	898,676	899,626	950	0%

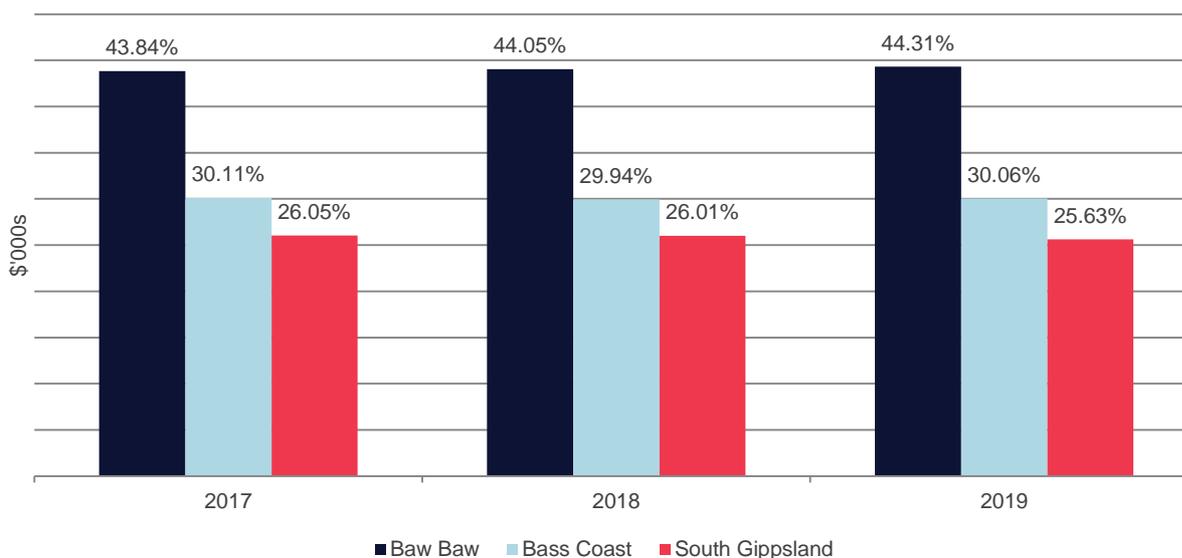
Contributions

The contribution from member Councils is in accordance with the agreed funding formula set out in the Regional Library Agreement. The formula allocates amounts on the basis of direct costs to staffing and library facilities within their respective Shires. Costs for library administration and collection expenditure are allocated on a per capita basis. The contributions are determined once all operating income such as user charges and grant revenue has been deducted.

Population Changes



Population Percentage



The increase in contributions for the 2019.20 financial year is below the rate cap (2.5%) for all member Councils shown in the table below. This is due to efficiency savings realised in corporate overheads. This is balanced with the changes in population and how the collection is allocated.

Member Council Contributions	Adopted Budget	Draft Budget	Variance	Variance
	2018.19	2019.20	\$	%
Bass Coast Council	1,822,308	1,847,769	25,461	1.40%
Baw Baw Council	1,826,892	1,869,858	42,966	2.35%
South Gippsland Council	1,409,440	1,443,282	33,842	2.40%
Total contributions	5,058,640	5,160,910	102,270	2.02%

Employee Costs

Employee costs will increase by 2.46% in line with the rate cap of 2.5%. The Enterprise Agreement will expire in 2020 and applies a percentage increment to the base wage rate of 87% of the declared rate cap each year. In 2019.20 that base wage rate increment will be 2.18% (1.96% in 2018.19). The base wage rate increment being a percentage of the rate cap is pivotal to the financial sustainability of West Gippsland Libraries by ensuring expenditure is not exceeding revenue. Other elements incorporated into the employee costs budget include:

- Band increments of \$13,000 that apply to staff who have not yet reached the end of band have been separately identified.
- Travel allowance costs have been budgeted at \$50,000. This is a reduction of \$10,000 compared to the 2018.19 Budget. The enterprise agreement provides for a phased reduction in the travel allowance and this year is reduced by five cents per kilometre or approximately \$3,500 pa.
- On costs are expected to remain consistent with the prior year including work cover, and sick leave.
- All staff (including casuals) have been provided with one day of training or professional development. This provision will help provide structure to how training and professional development is approved and monitored. It also ensures West Gippsland Libraries continues to commit to and develop all employees which are the biggest asset in delivering the library service. This is equal to \$40,548 in



additional staff time. Staff who do not work on a roster are not restricted under this provision as they are not required to be backfilled when attending training. In those instances training over the one day allowance may be available. A separate amount has been budgeted for costs incurred for booking fees and travel etc (materials costs).

- The budget provides for all branch managers to meet together for half a day six times per year. Again this cost is separately identified as it requires libraries to be backfilled in their absence. This is an important allocation to ensure the operation of libraries is consistent across the region and that branch managers are learning from each other and sharing their knowledge and skills.
- Quarterly meetings are a normal course of library operations as a way of delivering training and updates to staff such as manual handling or system changes. This gets staff together four times per year and is rostered on a rotation basis so that all libraries are adequately staffed at the time the meeting occurs. This cost is separately identified because it requires backfill of the libraries. This is equal to \$19,850 and is consistent with the prior year.
- The staff development day is an annual event and was highly successful and well received in November 2018. The staff development day is separately identified as it is compulsory for all staff to attend, thus incurring additional costs on the day. The allowance provided for staff costs is \$20,113 and is consistent with the prior year.

Employee costs	Adopted Budget	Draft Budget	Variance	Variance
	2018.19	2019.20	\$	%
Salaries and wages	3,447,016	3,532,803	85,787	2.49%
Workcover	20,276	20,702	426	2.10%
Superannuation	312,464	319,150	6,686	2.14%
Total employee costs	3,779,756	3,872,655	92,899	2.46%

Materials and Services

Materials and services are budgeted to decreased compared to the 2017.18 Budget by \$21,000. This is predominately due to the following:

- Not taking out leases for renewal of computer equipment, rather purchasing outright due to healthy cash reserves; and
- Reduction in motor vehicle expenses due to the retirement of the South Coast Mobile Library.

Financial Sustainability

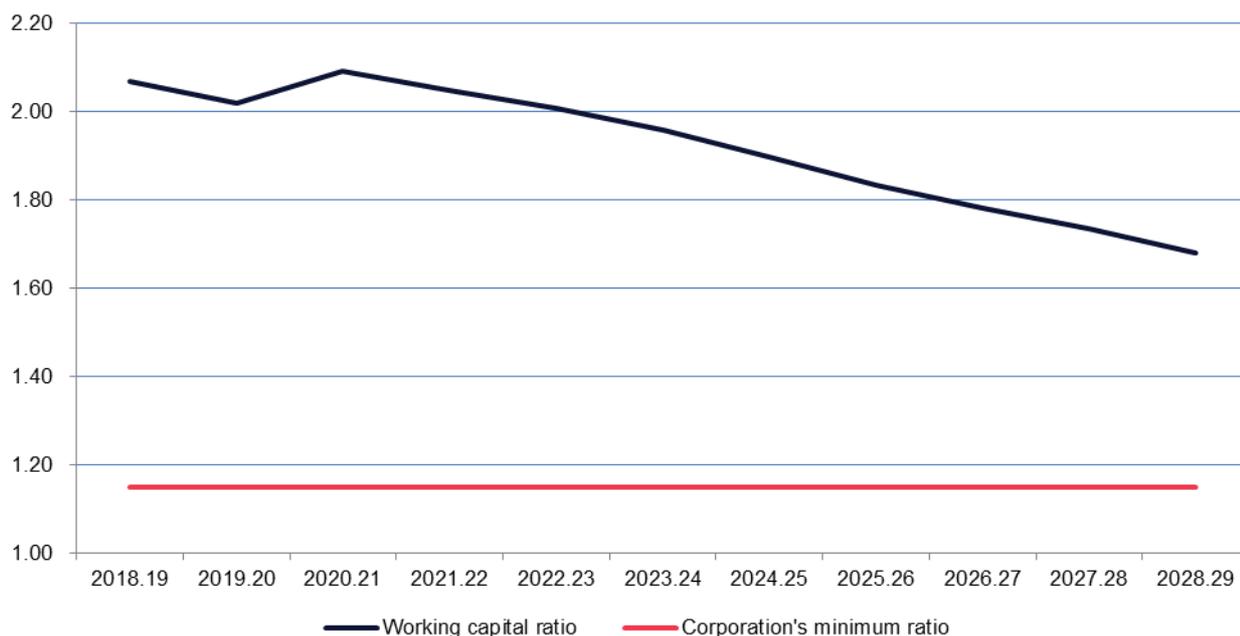
West Gippsland Libraries continues to review its financial operations to ensure it is financially sustainable into the future. In developing the Long Term Financial Plan savings are reinvested back into increasing the quality of the collection, including both physical and electronic resources and renewal of furniture and equipment to ensure libraries remain fresh and modern.

West Gippsland Libraries tracks its working capital ratio (current assets less current liabilities) to ensure it remains financially sustainable. The working capital ratio benchmark is 1.15 which allows for current debts (equal to 1) to be paid and allow for additional cash flow. This is the minimum and the goal is to remain consistent with the trend of the existing ratio.

This year the Long Term Financial Plan has removed the use of finance leases over the ten year period due to having healthy cash reserves and rather renews key equipment such as computers and the rounds van from the cash reserves. This shows as a reduction in the working capital ratio over the ten year period, however the ratio still remains very strong by sitting at 1.68 in 2029. This change means that interest expenditure is reduced and can be redirected to other areas such as programs.



It should be noted that whilst a strong working capital ratio is important, the service is funded from ratepayers and investment into service delivery is essential rather than continuing to increase the cash balance.



Borrowings

In the past, the West Gippsland Libraries has borrowed strongly to finance the purchase of the Regional Support Centre Building in Warragul, ICT upgrades and rounds van replacements. Currently the loan secured over the Support Centre Building in Warragul has a remaining life of 11 years. All other borrowings tend to be leases which are generally taken out over a two to five years.

This year the budget and long term financial plan have been developed to exclude financing to fund purchases due to healthy cash reserves.

	Adopted Budget 2018.19	Draft Budget 2019.20	Variance \$	Variance %
Total amount borrowed as at 30 June of the prior year	1,294,415	1,161,134	(133,281)	-10%
Total amount to be borrowed	-	-	-	-
Total amount projected to be redeemed	(133,281)	(112,924)	20,357	-15%
Total amount of borrowings proposed as at 30 June	1,161,134	1,048,210	(112,924)	-10%



Fees and Charges

Fee name	Details	GST?	2018.19 Charge	2019.20 Charge	Change	Unit of measure
Overdue fine	Adults	No	\$0.25	free	-	Removed under new initiative
Overdue fine	Junior	No	free	free	-	Per day
Overdue fine	Other items borrowed by juniors	No	\$0.25	free	-	Removed under new initiative
Inter library loans	From interstate and academic libraries	Yes	\$16.50	\$16.50	-	Per item
Inter library loans	From non SWIFT Victorian public libraries	Yes	\$5.00	\$5.00	-	
Replacement Library Cards	Replacement Library Cards	Yes	\$3.20	\$3.20	-	
Lost or damage items	Lost /damaged items	Yes	cost of item	cost of item	-	
Lost or damage items	Audio tapes/Talking Books/CD's	Yes	\$16.25	\$16.25	-	Per tape/CD
Merchandise	USB's	Yes	\$8.00	\$8.00	-	Per item
Merchandise	Ear Buds	Yes	\$3.00	\$3.00	-	Per item
Photocopying and printing	Black and white A4	Yes	\$0.20	\$0.20	-	Per page (single sided)
Photocopying and printing	Colour A4	Yes	\$0.25	\$0.25	-	Per page (single sided)
Photocopying and printing	Black and white A3	Yes	\$0.40	\$0.40	-	Per page (single sided)
Photocopying and printing	Colour A3	Yes	\$0.50	\$0.50	-	Per page (single sided)
Library Bags	Adults	Yes	\$2.50	\$2.50	-	Per bag
Library Bags	Library Bags - Children	Yes	\$5.00	\$5.00	-	Per bag
Maximum unpaid fines before borrowing and privileges are suspended	Adults		\$10.00	\$10.00	-	
Maximum unpaid fines before borrowing and privileges are suspended	Junior		\$5.00	\$5.00	-	

* Note: loss of library privileges includes borrowing, use of internet/public PC's and hold placements.

Fee name	Details	GST?	2018.19 Charge	2019.20 Charge	Change	Unit of measure
Meeting room hire	Community groups or not-for-profits		free	free	-	
Meeting room hire	For profit organisations	Yes	\$80.00	\$90.00	\$10.00	Full day
Meeting room hire	For profit organisations	Yes	\$40.00	\$50.00	\$10.00	Half day
Refundable deposit for RFID Card	For applications to provide open access to unstaffed libraries at supported locations.	Yes	\$30.00	\$30.00	-	

West Gippsland Libraries
Library Plan
2017—21
Revised 2019



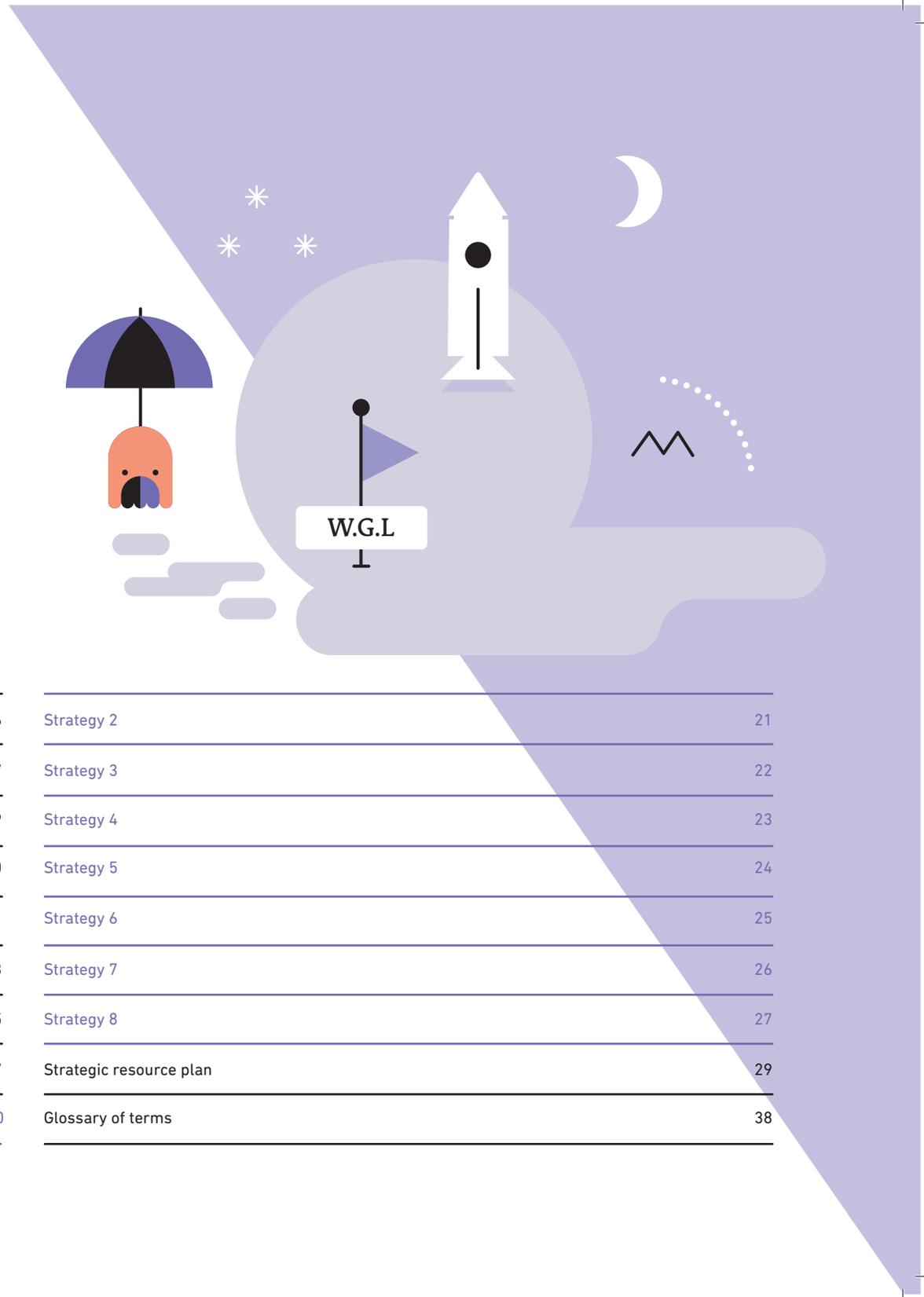
Illustrations:

The cover design is based on the 2017 winning illustration by ten-year-old Korumburra library patron Cecily de Gooyer.

Our child safety commitment:
The West Gippsland Libraries
is committed to the safety and
wellbeing of all children and
young people.



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FROM THE CHAIR

Cr Geoff Ellis
Board Chairperson
Bass Coast Shire Council



The West Gippsland Libraries Library Plan has a four year lifespan.

As we progress into the 2019.20 financial year it is my great honour and pleasure, as Chairperson, to recognise that the extensive planning that went into it's creation and the hard work, diligence and good will of our people is helping us to achieve, and in some cases exceed, the objectives that we set.

Our Library Corporation holds a special place in the communities that constitute the shires that we serve - Baw Baw, South Gippsland and Bass Coast. We have a long and proud of history of inclusion and relevance that continues through the guidance provided within our library plan and its component strategies.

I am pleased to announce the major initiative proposed in this year's Library Plan and Strategic Resource Plan is the permanent removal of fines on overdue items.

They are a barrier to people coming to our libraries and those who can least afford to pay fines are often the ones who need the library most. This is a key strategy, among many others, to demonstrate our value and purpose to ensure the service

continues to grow the number of people actively engaging with our service.

Each strategy in the Library Plan is a pathway to the future. Our libraries must continue to be conduits of connection, learning and exploration in the community. Libraries are integral to the lives of so many people in our region. We provide a home for literacy and learning as well as providing equitable connection to the internet and social inclusion.

A visit to any of our libraries shows how valuable, and valued, our services are. Our libraries recorded over 567,000 visits in the past year. This proves that our libraries are among the most consistently used public spaces and there is still no more important person in any regional community than the librarian.

Our aim is to ensure a well-resourced and sustainable service as we move further into this digital age. Technology is changing at a rapid pace, Libraries have an important role in helping our community access digital resources and attain the confidence to use them. A major part of this has been the introduction of our soon to be launched and, greatly improved website, enabling new ways for our patrons to connect.

Some of the many successes of our new programs and festivals include Meet Up 18 and Future Labs (tech & coding). There continues to be an increase in our investment in the collection and our membership, both total and active, is increasing.

The actions in this plan facilitate these strategies while making sure that there is still a place to savour the delight of a good book in a comfy chair. Or a chat with friends.

We are working with local communities to introduce Community libraries and outreach services that build on our current relationships and allow for expansion and enhancement of our services.

A key theme of this plan is building higher levels of awareness about current services and innovative initiatives. I look forward to watching this plan direct our collective effort to achieve the potential of West Gippsland Libraries. I look forward to working with our people and our community to build on the successes of 2018.19 in promoting our value and range of services to the broader community.

FROM THE CEO

Leanne Williams
Chief Executive Officer



Our libraries and people make a difference to the lives of those in our community every day.

Our libraries are vibrant places for connection, discovery and enjoyment for everyone.

West Gippsland Libraries continues to listen, test and adapt to the changing needs of our community to lead innovative programs that build on the successes of the first two years of this Library Plan.

This includes changes to our library opening hours to better reflect the needs of our community such as additional hours at Phillip Island and Drouin libraries, Trafalgar outreach, and soon to be implemented Foster's 24/7 open access model.

Our team delivered the first learning festival for young people with Meet Up 18 and its success provided a spring board for Meet Up 19 as part of Youth Week.

We continue to partner with community organisations and businesses to lift the profile of the service to reach more people in the community.

The way people use our libraries continues to change with program attendance across the region experiencing significant growth of almost 30 per cent and loans of e-resources up by 60 per cent. Investment in these areas will continue to be a focus of the strategy and budget.

The redevelopment of our website is nearing completion and will reflect our modern library service that invites users to discover and explore all that we offer both physically and online.

We look forward to engaging with our patrons better than ever to enhance the customer experience, attract new members and focus on continuously engaging with patrons to add value and ensure they stay active members.

Investment in technology will continue to facilitate creative places to ensure digital literacy in our communities is strong and supported.

We will also invest in our people to ensure they have the skills to confidently engage with our diverse community.

The major initiative this year of removing fines on overdue items is a significant one.

This will mean there are fewer barriers for people to continuously use our services and make sure that those who can least afford to pay fines are not disadvantaged.

West Gippsland Libraries builds knowledge and skills that strengthen our communities.

We will:

- Bravely adapt to the changing needs of our communities.
- Build relationships with our stakeholders, communities and each other.
- Deliver excellence in everything we do, either for each other, with each other or because of each other.

We are West Gippsland Libraries and we are here to change lives.



OUR PURPOSE

We build knowledge and skills that strengthen our communities.



VISION

Discover – our libraries are the centre for reading and learning.

Connect – we support everyone in our community.

Enjoy – our libraries are creative and innovative.

MISSION

We provide library services, programs and collections that are accessible and equitable.

We will create partnerships to improve our service, share our knowledge and facilitate interaction within our communities.

We will continuously improve our value to the community.

VALUES

We will bravely adapt with the changing needs of our communities.

We will build relationships with our stakeholders, communities and each other.

We will deliver excellence in everything we do, either for each other, with each other or because of each other.

OUR ROLE

We are universally accessible centres for information, reading, learning and enjoyment.

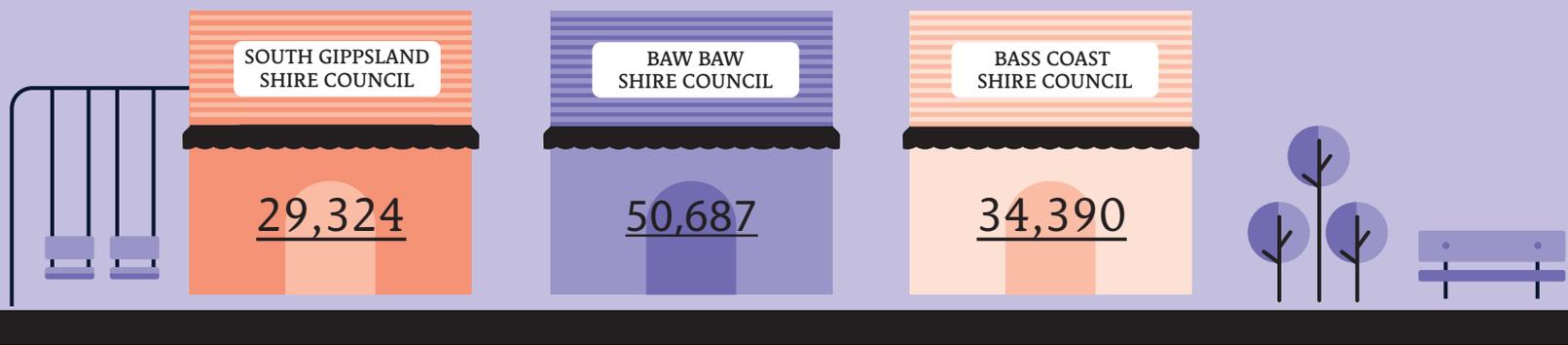
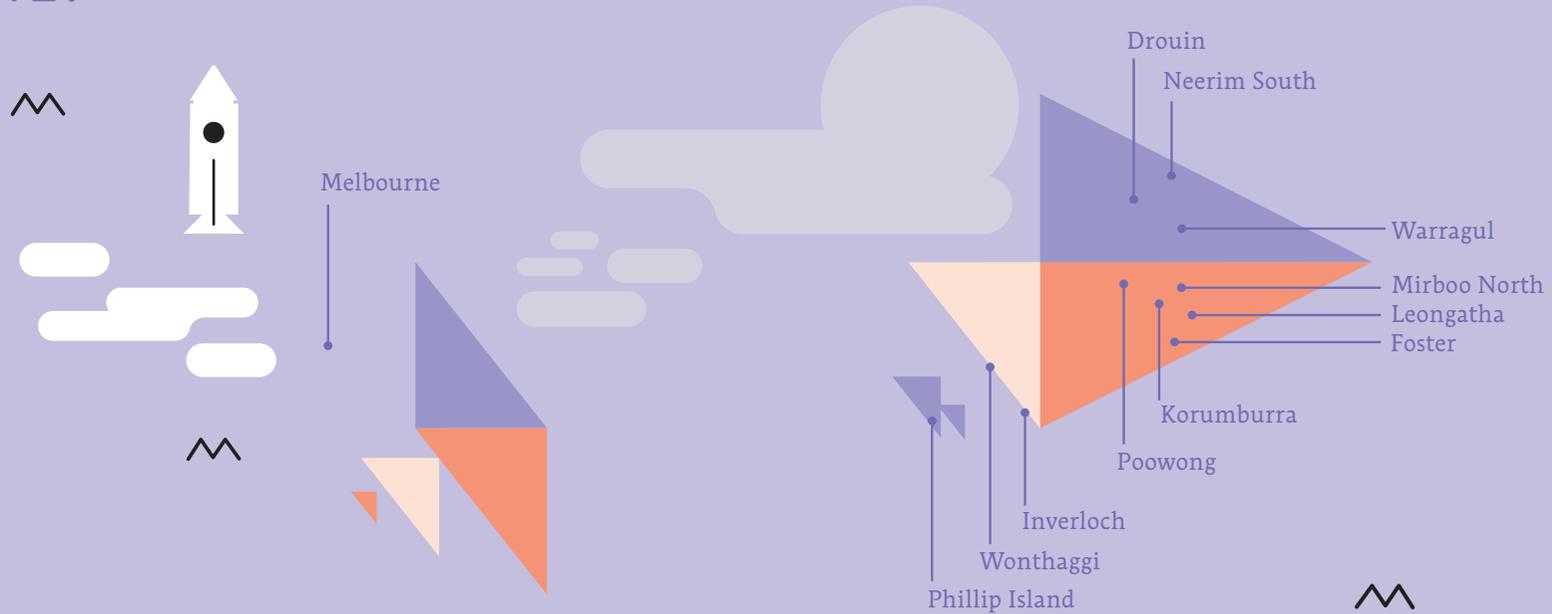
We provide equitable and trusted access to information and authoritative resources.

We build knowledge and skills which strengthen our communities.

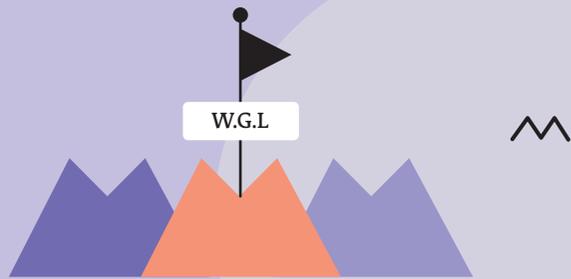
We work in collaboration with our community, stakeholders and the library sector to foster innovation and ensure we remain relevant.

We are accountable for high standards of professionalism, customer service and integrity.

WHO ARE WE?



HOW WE SERVE THE COMMUNITY



We serve a population of 113,711 people over an area of 8187² kilometres, which includes three municipalities.

Our Regional Support Centre provides administrative support to our libraries and is based in Warragul.

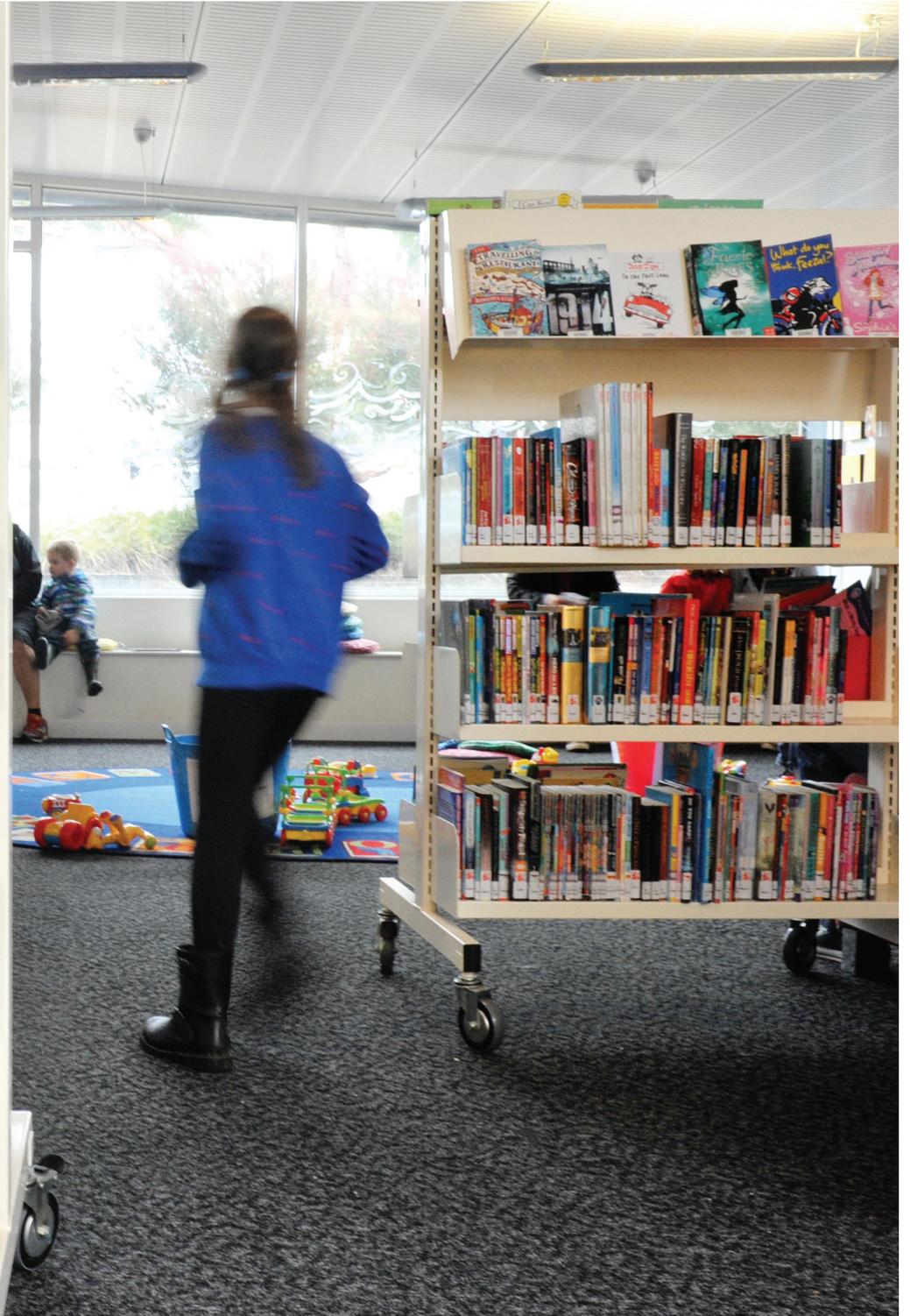


11 STATIC LIBRARIES
ONE MOBILE LIBRARY

The combined weekly opening hours for our libraries is

4 0 9 . 7 5





A SNAPSHOT OF OUR LIBRARIES

In 2018 we had...

40,429 LIBRARY MEMBERS

567,897 PHYSICAL VISITS

846,239 ITEMS BORROWED

60,506 PUBLIC PC SESSIONS

32,691 WIFI SESSIONS

6,173 GAME CONSOLE USERS

45,885 PROGRAM ATTENDEES AT 2,354 PROGRAMS

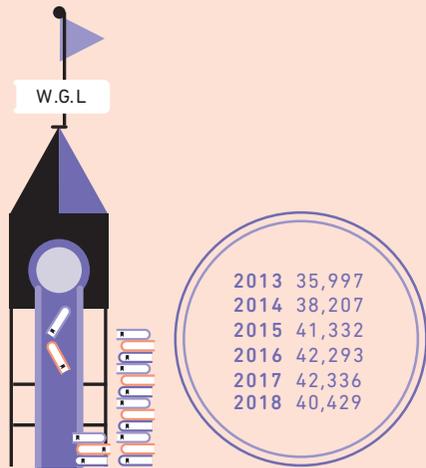
19,704 NEW MATERIALS WERE PURCHASED

2,025 E-RESOURCES WERE ADDED TO OUR GROWING COLLECTION



WHAT ARE YOU TELLING US?

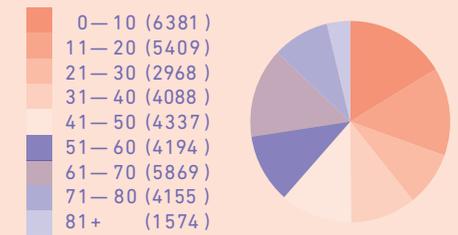
MEMBERSHIP



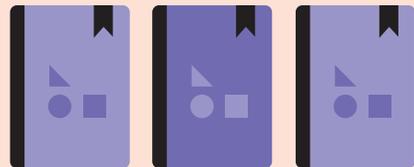
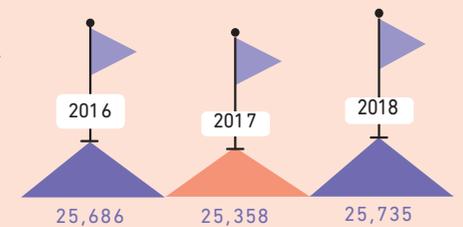
WHICH LIBRARY ARE OUR MEMBERS FROM? (40,429 LIBRARY MEMBERS)



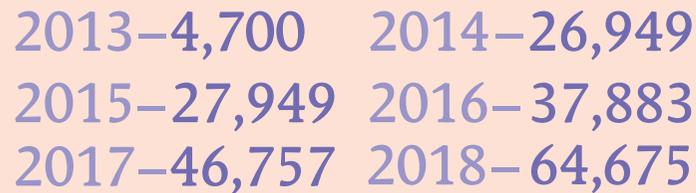
HOW OLD ARE OUR MEMBERS



ACTIVE MEMBERS

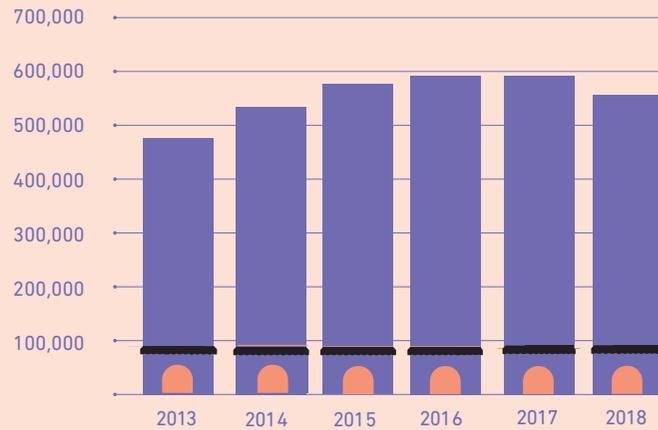


NUMBER OF TIMES OUR E-RESOURCES WERE BORROWED

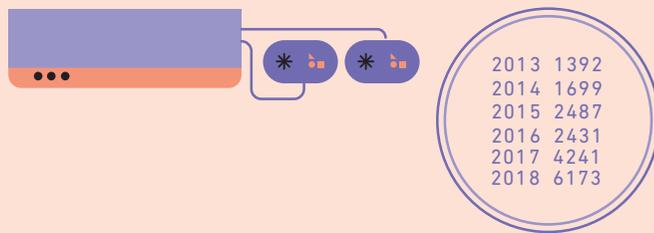


WHAT ARE YOU TELLING US?

VISITS TO OUR LIBRARIES

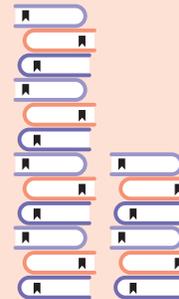


NUMBER OF TIMES OUR GAMING CONSOLES WERE USED

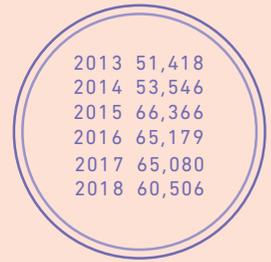
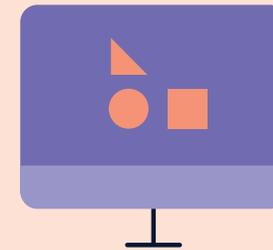


NUMBER OF ITEMS LOANED

2013 – 803,148
 2014 – 832,510
 2015 – 849,053
 2016 – 855,556
 2017 – 830,163
 2018 – 846,239



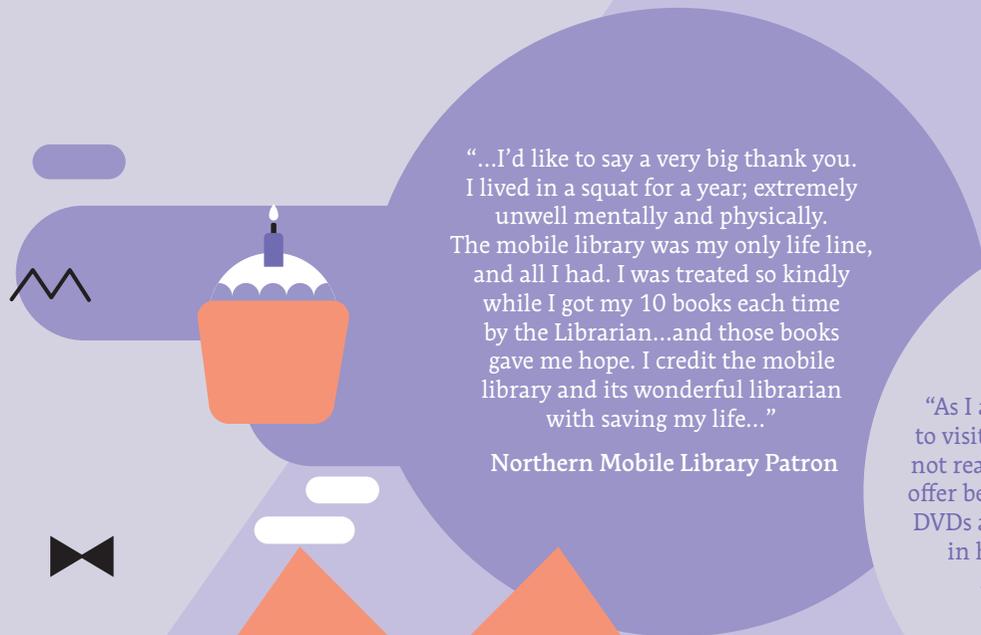
NUMBER OF TIMES OUR COMPUTERS WERE USED



NUMBER OF PEOPLE WHO ATTENDED OUR PROGRAMS

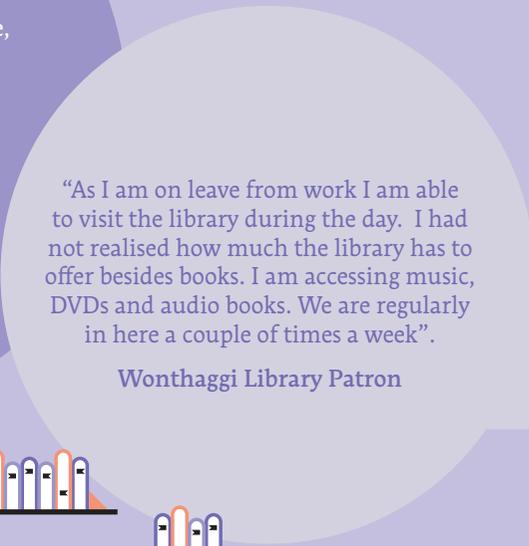


2013–21,335 2014–29,061
 2015–38,040 2016–40,783
 2017–41,933 2018–45,885



“...I’d like to say a very big thank you. I lived in a squat for a year; extremely unwell mentally and physically. The mobile library was my only life line, and all I had. I was treated so kindly while I got my 10 books each time by the Librarian...and those books gave me hope. I credit the mobile library and its wonderful librarian with saving my life...”

Northern Mobile Library Patron



“As I am on leave from work I am able to visit the library during the day. I had not realised how much the library has to offer besides books. I am accessing music, DVDs and audio books. We are regularly in here a couple of times a week”.

Wonthaggi Library Patron

W.G.L

STRATEGIC OVERVIEW

We are a library service that is constantly listening, testing and adapting to the changing needs of our community.

WHAT WE WILL PROVIDE?

We will use your feedback to inform our strategies and actions moving forward.

There is no certainty as to what the future will bring, it is therefore imperative that our strategies allow us to be dynamic and explore possibilities.

They will build upon what we already know and offer.

OUR COMMITMENT TO YOU

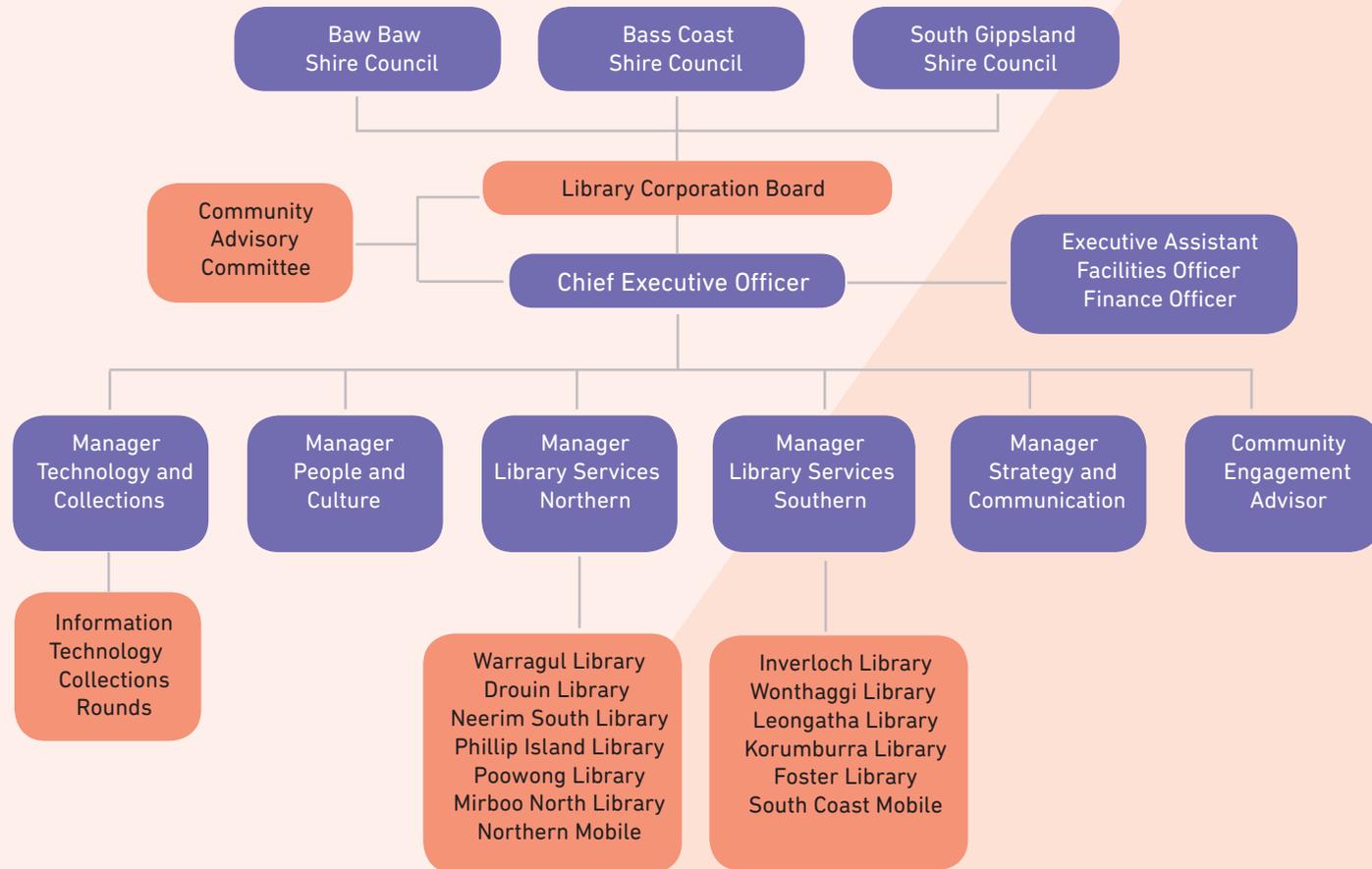
Our commitment is to:

- 1 – Lifelong learning and literacy for all
- 2 – A modern and dynamic space that adapts to your needs
- 3 – Test innovative approaches for connecting with and supporting you
- 4 – Develop our people who are role models for learning and knowledge
- 5 – Contemporary physical and digital collections
- 6 – Provide a safe and welcoming environment for all

WHAT WILL WE DO?

The strategies that we have developed will guide us over the next four years and set our services up for the future. The actions demonstrate how we are going to achieve the strategies each year.

OUR TEAM



“Have used the library 4–5 times while studying for a period up to 6 hours. All staff have been courteous and helpful. It has made studying while on holidays so much easier”.

DROUIN LIBRARY PATRON

STRATEGY ONE

Enhance our library service models to better meet the needs of our community.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Pilot a roaming customer service model.	We know our staff serve you best when they're not stuck behind a counter. By streamlining some of our systems and providing our staff with the tools to roam freely through the library they will be able to provide a proactive personalised service from the moment you walk in the door.	Pilot and seek feedback from our members to find out if the roaming customer service model works for our community.
Deploy accessible and modern community libraries along the Bass Coast waterline, San Remo and Welshpool	More than 90 percent of people living in towns the former South Coast Mobile visited could not access local library services due to the short times the mobile library was available. Community libraries will function as static libraries serving immediate and surrounding towns. They will provide longer hours and the convenience of self-checkout. Our librarians will continue to staff community libraries to support our patrons.	Community libraries will be opened and usage monitored.
Pilot click and collect points across the region.	The West Gippsland region is large and our communities are looking for flexible and convenient locations where there is no static library.	One pilot implemented and usage monitored.
Review opening hours across all sites to assess if we are accommodating the community needs.	Feedback told us that our current opening hours do not allow for many within our community to visit our libraries. We would like to review how this could be improved.	Recommendation to the board on possible improvements to opening hours.

STRATEGY TWO

Enable and facilitate new learning opportunities led by the community.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Identify opportunities for simplifying our events process.	We recognise that your time is valuable and we need to make it easy to book an event. We also aspire to increase community led programs and events.	Pilot options for a self-populating events guide
Partner with community experts to deliver unique learning opportunities	So many of you in our community have a lot to share and teach us. Your expertise will allow others to learn new things that they otherwise would not have had access to learn.	Number of volunteers who facilitate a program. Number of people who would do it again.

STRATEGY THREE

Improve our engagement with early years and young people.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Enhance our early years outreach programs.	The first thousand days of a child's life sets them up for success and allows them to thrive. We need to support families to provide a home learning environment from birth to support early literacy and foster a lifelong love of reading.	How many new families did we engage with. How many groups invited us back.
Better understand and address the drop off of young people who previously used the library.	It is at this point that many library patrons begin to exit our service. We want to better understand the changing learning needs of young people so we can better support them in their next stage of life.	Evaluate the needs of young people for our spaces and services

STRATEGY FOUR

Explore new and renovated spaces that reflect modern learning approaches.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Pilot creative design and library layouts options that can accommodate our patron's diverse needs.	Feedback has highlighted the need for noisy collaborative learning spaces without losing the opportunity for quiet reading and reflection. We want to ensure that we can provide the right learning spaces, regardless of your needs.	Designs created and at least one piloted.
Develop a renewal plan for dynamic library furniture.	Much of the time, the quantity of space we can offer is restricted. If we utilise dynamic furniture this will allow for us to keep our libraries feeling fresh and will better accommodate diverse needs.	Renewal plan completed and costed.

STRATEGY FIVE

Test alternative engagement approaches to promote true inclusivity and accessibility.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Go above and beyond to engage with our missing demographics.	Many people don't know what we offer, which is why they have never visited us. We also recognise that we might not be providing what they are looking for.	Complete a gap analysis of what we provide against what our missing demographics are looking for.
Continue to enhance the user experience with the website.	Over 20,000 users visit our website each month. We want to make sure it continues to meet their needs.	Increased number of patrons acquired via website, measured by online sign-ups.
Enhance our social media reach.	In the digital world, many people not using our library are using social media. This is an effective way of engaging with our community.	Pilot alternative marketing campaigns to increase participation in our programs.

STRATEGY SIX

Support our community to explore and learn about new and emerging trends.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Integrate new technology into our programs.	We recognise the importance of exploring new technology.	Number of new technologies piloted in our programs.
Lead by example to promote high standards of digital literacy in the community.	Evolving digital trends mean that the needs of our community are constantly changing. We need to ensure our team's digital literacy skills can support those who need assistance to promote and support a digitally literate community	Establish a new minimum standard of digital literacy for library staff, supported by targeted training opportunities.
Pilot a media streaming zone.	Media streaming is a growth area online, particularly among teens and young people. Providing spaces where groups can watch their favourite streamers or current high profile live streams may help address the drop off of young people who have previously used the library.	Media streaming television installed in at least one library.

STRATEGY SEVEN

Promote a culture that encourages flexibility, exploration and personal growth.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Strengthen our commitment to each other and our community.	Our current code of conduct needs updating. This is an opportunity to revisit how we collectively enhance our culture of flexibility, experimentation and community focus.	Development of a community commitment document. Our people will be happy and engaged. They will be able to easily adapt to new ideas.
Pilot flexible cloud based employee management systems to support our people.	Our employees are our greatest asset. We need to support them, listen to them and invest in them if we are to achieve our commitment to our community.	Pilot completed with a better understanding of employee review requirements and frequency.
Keep our people safe.	We have a duty of care to our people to keep them safe at work. This includes incidents like manual handling injuries or verbal abuse.	Reduction in time to investigate and act on instances as required.
Continue to develop our people with the skills to confidently engage with our diverse and dynamic communities.	Our communities are diverse and people visit our libraries for a range of services. Our success is determined by the quality of services those who use our services experience.	Increase in total members Increase in active members

STRATEGY EIGHT

Explore diverse revenue opportunities to complement our service.

ACTIONS	WHY?	HOW WILL YOU KNOW IF WE SUCCEED?
Explore opportunities for funding value adding services.	While existing free services within the library will remain free, there is an opportunity to offer new, higher value services that people would be willing to pay for. We would like to explore how a 'freemium model' might allow us to bring emerging digital and creative opportunities to the community.	Pilot two to three value added services. Percentage of revenue from value added services.
Seek alternative revenue opportunities to support our projects and programs.	There are many opportunities for funding that will complement our service and allow us to deliver more for you.	Amount of alternative revenue received.



STRATEGIC RESOURCE PLAN

How will we fund our actions?

FINANCIAL PLAN

The following pages present the Financial Plan for the years 2020 to 2023. The financial plan considers the objectives and strategies specified in the Library Plan and attempt to express them in financial terms.

PRINCIPLES AND OBJECTIVES

In preparing the Financial Plan, the Corporation has complied with the following prudent financial management terms:

- The financial impacts on future generations from Corporation decisions have been considered.
- Underlying deficits minimised as much as possible.
- Achievement of a balanced cash budget each year.
- Maintenance of an adequate liquidity position.
- The budgeted amounts of both income and expenditure are made on a conservative basis.

KEY ASSUMPTIONS

The Financial Plan is prepared on the basis that the Corporation will continue to provide the same level of service as the previous year. The key assumptions supporting the Financial Plan include:

- Allowance for increases in materials and services based on 5% increments. This is based on historical trends.
- No increase in staff numbers and a 2.18% increase in salaries and wages. There is also an allowance of 0.5% increase to allow for movements between bands. The Corporation's current enterprise agreement expires on 30 June 2020.
- Increases in grant funding by CPI estimated at 2.5% per year.
- Increases in Council contributions by the rate cap each year.
- A decrease in fees and charges of \$25,000 due to the removal of overdue fines for all patrons
- Non-recurring grants are only included when funds have been confirmed.



DELIEVE

PLAY

DREAM



COMPREHENSIVE INCOME STATEMENT

BORROWING STRATEGY

This Financial Plan provides for no new borrowings due to adequate cash reserves. This is in line with the Corporation's prudent financial management and only providing for projects it can afford.

PREPARATION OF THE FINANCIAL PLAN

Preparation of the Financial Plan has taken into account services and initiatives contained within the following plans:

- Early years strategy;
- Digital strategy; and
- Marketing strategy.

	Adopted Budget	Budget	Strategic Resource Plan		
	2018.19	2019.20	2020.21	2021.22	2022.23
Income					
User fees	78,611	52,000	53,560	55,167	56,822
Contributions - cash	5,058,640	5,160,910	5,289,932	5,422,180	5,557,735
Grants - Operating	898,676	899,626	891,147	908,970	927,149
Grants - Capital	-	-	-	-	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-
Other income	63,393	55,449	57,666	67,671	69,178
Total income	6,099,320	6,167,985	6,292,305	6,453,988	6,610,884
Expenses					
Employee costs	3,779,756	3,872,655	3,973,925	4,097,713	4,225,357
Materials and services	785,341	763,850	798,368	838,286	880,200
Depreciation and amortisation	824,393	777,302	779,433	824,314	876,776
Finance costs	98,039	89,040	81,696	75,545	70,267
Other expenses	379,570	375,140	386,394	397,986	409,925
Total expenses	5,867,099	5,877,987	6,019,816	6,233,844	6,462,525
Surplus (deficit) for the year	232,221	289,998	272,489	220,144	148,359
Other comprehensive income					
Items that will not be reclassified to surplus or deficit:					
Net asset revaluation increment /(decrement)	-	-	-	-	-
Comprehensive result	232,221	289,998	272,489	220,144	148,359

BALANCE SHEET

	Adopted Budget	Budget	Strategic Resource Plan		
	2018.19	2019.20	2020.21	2021.22	2022.23
Assets					
Current assets					
Cash and cash equivalents	1,388,460	1,448,579	1,515,285	1,545,813	1,586,353
Other financial assets	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Trade and other receivables	30,497	30,840	31,462	32,270	33,054
Other assets	12,199	12,336	12,585	12,908	13,222
Total current assets	2,431,156	2,491,755	2,559,332	2,590,991	2,632,629
Non-current assets					
Property, infrastructure, plant & equipment	4,161,039	4,332,017	4,451,898	4,606,438	4,677,948
Total non-current assets	4,161,039	4,332,017	4,451,898	4,606,438	4,677,948
Total assets	6,592,195	6,823,772	7,011,230	7,197,429	7,310,577
Liabilities					
Current liabilities					
Trade and other payables	267,930	261,968	272,495	284,343	296,729
Trust funds and deposits	-	-	-	-	-
Provisions	793,749	851,984	874,264	901,497	929,579
Interest-bearing loans and borrowings	112,924	120,268	75,997	78,743	84,938
Total current liabilities	1,174,603	1,234,220	1,222,756	1,264,583	1,311,246
Non-current liabilities					
Provisions	90,714	92,944	95,374	98,345	101,409
Interest-bearing loans and borrowings	1,048,210	927,942	851,945	773,202	688,264
Total non-current liabilities	1,138,924	1,020,886	947,319	871,547	789,673
Total liabilities	2,313,527	2,255,106	2,170,075	2,136,130	2,100,919
Net assets	4,278,668	4,568,666	4,841,155	5,061,299	5,209,658
Equity					
Accumulated surplus	3,347,300	3,637,298	3,909,787	4,129,931	4,278,290
Reserves	931,368	931,368	931,368	931,368	931,368
Total equity	4,278,668	4,568,666	4,841,155	5,061,299	5,209,658

STATEMENT OF CHANGES IN EQUITY

	TOTAL	ACCUMULATED SURPLUS	REVALUATION RESERVE
2018.19 - Original Budget			
Balance at beginning of the financial year	4,046,447	3,115,079	931,368
Comprehensive result	232,221	232,221	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	4,278,668	3,347,300	931,368
2019.20 - Budget			
Balance at beginning of the financial year	4,278,668	3,347,300	931,368
Comprehensive result	289,998	289,998	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	4,568,666	3,637,298	931,368
2020.21 - SRP			
Balance at beginning of the financial year	4,568,666	3,637,298	931,368
Comprehensive result	272,489	272,489	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	4,841,155	3,909,787	931,368

	TOTAL	ACCUMULATED SURPLUS	REVALUATION RESERVE
2021.22 - SRP			
Balance at beginning of the financial year	4,841,155	3,909,787	931,368
Comprehensive result	220,144	220,144	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,061,299	4,129,931	931,368
2022.23 - SRP			
Balance at beginning of the financial year	5,061,299	4,129,931	931,368
Comprehensive result	148,359	148,359	-
Transfer to reserves	-	-	-
Transfer from reserves	-	-	-
Balance at end of the financial year	5,209,658	4,278,290	931,368

STATEMENT OF CASH FLOWS

	Adopted Budget	Budget	Strategic Resource Plan		
	2018.19	2019.20	2020.21	2021.22	2022.23
Cash flows from operating activities					
User fees	78,974	51,863	53,311	54,844	56,508
Contributions - cash	5,058,640	5,160,910	5,289,932	5,422,180	5,557,735
Grants - operating	898,676	899,626	891,147	908,970	927,149
Grants - capital	-	-	-	-	-
Interest	50,000	41,654	43,457	53,035	54,103
Other receipts	5,657	13,452	13,587	13,828	14,291
Other payments	(3,500)	(3,500)	(3,605)	(3,713)	(3,824)
Employee costs	(3,719,093)	(3,812,190)	(3,949,215)	(4,067,509)	(4,194,211)
Materials and consumables	(1,206,936)	(1,141,452)	(1,170,630)	(1,220,711)	(1,273,915)
Net cash provided by operating activities	1,162,418	1,210,363	1,167,984	1,160,924	1,137,836
Cash flows from investing activities					
Payments for property, plant and equipment	(850,412)	(973,000)	(899,314)	(1,005,079)	(948,286)
Proceeds from sale of property, plant and equipment	-	24,720	-	26,225	-
Net cash used in investing activities	(850,412)	(948,280)	(899,314)	(978,854)	(948,286)
Cash flows from financing activities					
Finance costs	(98,039)	(89,040)	(81,696)	(75,545)	(70,267)
Proceeds from leases	-	-	-	-	-
Repayment of leases	(76,929)	(51,029)	(53,364)	(3,414)	-
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	(56,352)	(61,895)	(66,904)	(72,583)	(78,743)
Net cash provided by (used in) financing activities	(231,320)	(201,964)	(201,964)	(151,542)	(149,010)
Net (decrease) increase in cash & cash equivalents	80,686	60,119	66,706	30,528	40,540
Cash and cash equivalents at beginning of the financial year	1,307,774	1,388,460	1,448,579	1,515,285	1,545,813
Cash and cash equivalents at end of the financial year	1,388,460	1,448,579	1,515,285	1,545,813	1,586,353

STATEMENT OF CAPITAL WORKS

	Adopted Budget	Budget	Strategic Resource Plan		
	2018.19	2019.20	2020.21	2021.22	2022.23
Property					
Buildings	-	-	-	-	-
Leasehold improvements	-	40,000	-	-	-
Total property	-	40,000	-	-	-
Plant and equipment					
Furniture, equipment and computers	215,000	203,000	134,405	149,693	102,016
Motor vehicles	-	50,000	-	45,020	-
Library collections	635,412	680,000	764,909	810,366	846,270
Total plant and equipment	850,412	933,000	899,314	1,005,079	948,286
Total capital works expenditure	850,412	973,000	899,314	1,005,079	948,286
Represented by:					
New asset expenditure	45,000	68,000	28,000	18,000	18,000
Asset renewal expenditure	805,412	885,000	871,314	987,079	930,286
Asset upgrade expenditure	-	20,000	-	-	-
Asset expansion	-	-	-	-	-
Total capital works expenditure	850,412	973,000	899,314	1,005,079	948,286

STATEMENT OF HUMAN RESOURCES

	Adopted Budget	Budget	Strategic Resource Plan		
	2018.19	2019.20	2020.21	2021.22	2022.23
Staff expenditure					
Employee costs - operating	3,779,756	3,872,655	3,973,925	4,097,713	4,225,357
Employee costs - capital	-	-	-	-	-
Total staff expenditure	3,779,756	3,872,655	3,973,925	4,097,713	4,225,357
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	39.7	39.7	39.5	39.5	39.5
Total staff numbers	39.7	39.7	39.5	39.5	39.5

STATEMENT OF HUMAN RESOURCES (CONTINUED)

	Budget	Strategic Resource Plan		
	2019.20	2020.21	2021.22	2022.23
Executive				
Permanent full time	447,666	457,425	467,397	477,586
Permanent part time	309,959	316,716	323,620	330,675
Total Executive	757,625	774,141	791,017	808,261
Northern Libraries				
Permanent full time	383,466	391,826	400,368	409,096
Permanent part time	817,710	835,536	853,751	872,363
Total Northern Libraries	1,201,176	1,227,362	1,254,119	1,281,459
Southern Libraries				
Permanent full time	208,402	212,945	217,587	222,330
Permanent part time	828,879	846,949	865,412	884,278
Total Southern Libraries	1,037,281	1,059,894	1,082,999	1,106,608
Technology and Collections				
Permanent full time	228,807	233,795	238,892	244,100
Permanent part time	449,515	459,314	469,327	479,558
Total Technology and Collections	678,322	693,109	708,219	723,658
	198,251	219,419	261,359	305,371
Total staff expenditure	3,872,655	3,973,925	4,097,713	4,225,357

	FTE	Strategic Resource Plan		
	2019.20	2020.21	2021.22	2022.23
Executive				
Permanent full time	3.00	3.00	3.00	3.00
Permanent part time	3.50	3.50	3.50	3.50
Total Executive	6.50	6.50	6.50	6.50
Northern Libraries				
Permanent full time	2.00	2.00	2.00	2.00
Permanent part time	9.60	9.60	9.60	9.60
Total Northern Libraries	11.60	11.60	11.60	11.60
Southern Libraries				
Permanent full time	3.00	3.00	3.00	3.00
Permanent part time	9.80	9.80	9.80	9.80
Total Southern Libraries	12.80	12.80	12.80	12.80
Technology and Collections				
Permanent full time	2.00	2.00	2.00	2.00
Permanent part time	5.50	5.50	5.50	5.50
Total Technology and Collections	7.50	7.50	7.50	7.50
	1.30	1.10	1.10	1.10
Total Full Time Equivalent	39.70	39.50	39.50	39.50

GLOSSARY OF TERMS

Act	means the Local Government Act 1989.
Annual report	means a report of the Corporation's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
Asset expansion	expenditure means expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries.
Asset expenditure type	means the following types of asset expenditure: (a) asset renewal expenditure; (b) new asset expenditure; (c) asset upgrade expenditure; and (d) asset expansion expenditure.
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Asset upgrade expenditure	means expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life.
Australian Accounting Standards (AASB)	means the accounting standards published by the Australian Accounting Standards Board.
Budget	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the library plan.
Capital works expenditure	means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade.
Library plan	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year.
Financial resources	means income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget.
Financial statements	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report.
Financial year	means the period of 12 months ending on 30 June each year.
Human resources	means the staff employed by a library corporation.

GLOSSARY OF TERMS

Indicator	means what will be measured to assess performance.
Initiatives	means actions that are one-off in nature and/or lead to improvements in service.
Major initiatives	means significant initiatives that will directly contribute to the achievement of the library plan during the current year and have a major focus in the budget.
Minister	means the Minister for Local Government
Non-financial resources	means the resources other than financial resources required to deliver the services and initiatives in the budget.
Non-recurrent grant	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by the Corporation's Financial Plan.
Planning and accountability framework	means the key statutory planning and reporting documents that are required to be prepared the Corporation to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.
Performance statement	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
Recurrent grant	means a grant other than a non-recurrent grant.
Regulations (LGR)	means the Local Government (Planning and Reporting) Regulations 2014.
Report of operations	means a report containing a description of the operations of the corporation during the financial year and included in the annual report. Services means assistance, support, advice and other actions undertaken by a corporation for the benefit of the local community.
Statement of capital works	means a statement which shows all capital expenditure of the Corporation in relation to non-current assets and asset expenditure type prepared in accordance to the model statement of capital works in the Local Government Financial Report
Strategic objectives	means the outcomes the Corporation is seeking to achieve over the next four years and included in the library plan.
Financial Plan (Strategic resource plan)	means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the library plan. It is also referred to as a long term financial plan.
Strategies	means high level actions directed at achieving the strategic objectives in the library plan.
Statement of human resources	means a statement which shows all Corporation staff expenditure and numbers of full time equivalent Corporation staff.
Statements of non-financial resources	means a statement which describes the non-financial resources including human resources.
Summary of planned human resources expenditure	means a summary of permanent Corporation staff expenditure and numbers of full time equivalent Corporation staff categorised according to the organisational structure of the Corporation.

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